



Camden County

2018-2038 Joint Comprehensive Plan

Camden County . City of Kingsland . City of St. Marys . City of Woodbine



DRAFT

Camden County 2018-2038 Joint Comprehensive Plan

Acknowledgments

We thank all those who participated in the development of Camden County's Joint Comprehensive Plan. The content in this Plan reflects the ongoing collaboration between Camden County, the cities of Kingsland, St. Marys, and Woodbine as well as those who served on the Planning Commission, Steering Committee, and Advisory Groups. The Plan was further shaped by residents that provided input either online or at one of the events, meetings, or workshops. We recognize that the level of participation is extraordinary and exemplary, especially since this comprehensive plan involves four local governments.

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EXECUTIVE SUMMARY

The Georgia Department of Community Affairs (DCA) requires Comprehensive Plans in Georgia to be revised and updated. This update reassesses where Camden County, the City of Kingsland, the City of St. Marys, and the City of Woodbine are today, and how they intend to develop. This plan organizes the document to meet the state's minimum standards. It presents a community vision, corresponding goals and how Camden County, the City of Kingsland, the City of St. Marys, and the City of Woodbine are to address working towards a vision. The update includes a work program designed as its implementation strategy to make its vision a reality.

Camden County and its three cities of Kingsland, St. Marys, and Woodbine have prepared a Joint Comprehensive Plan Update document to guide the County and each of the City's collective growth and development decisions. The Plan serves Camden County, the City of Kingsland, the City of St. Marys, and the City of Woodbine in identifying actions to be undertaken, policies to be observed, and agreed upon goals to be reached related to economic development, land use, transportation, housing, and quality of life.



COMMUNITY VISION



Camden County Vision

Camden County developed a community vision through a stakeholder involvement process through meetings held this year.

The group reviewed the vision statement from Camden County that was established during the 2007 comprehensive plan and has crafted a new vision based upon changing trends as well as accomplishments within the City. Based upon feedback as obtained at the August 2017 meeting, the following vision was produced:

Camden County is:

“a welcoming and growing community with a commitment to purposely planning for future growth, promoting economic opportunity and preserving its natural amenities and historical heritage. ”

Community Goals

Camden County is committed to achieving this vision through:



Promote Dynamic Growth Opportunities for All Residents.



Prepare for Future Economic Development While Maintaining Sense of Place and Community.



Consider current and future flooding scenarios (30-50 years) with the siting and design of development, including residential and commercial as well as infrastructure such as roads, sewer, wastewater treatment, etc.



Continue to preserve natural infrastructure such as marshes, dune systems, floodplains, oyster reefs that aid in protecting the county from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.

Camden County's vision is further defined by the Character Area Map. Camden County is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in keeping with the County's vision.



City of Kingsland Vision

The City of Kingsland developed a community vision through a stakeholder involvement process through meetings held earlier this year. The group reviewed the vision statement from the City of Kingsland that was established during the 2007 comprehensive planning process and crafted a new vision based upon changing trends as well as accomplishments within the City. Based upon feedback at the August 2017 meeting, the following vision was produced:

The City of Kingsland is:

“a dynamic and growing, coastal community that promotes family-friendly values and offers balanced economic opportunities for all citizens.”

Our goals are to enhance quality growth principles while providing adequate services and facilities that will ensure a healthy, vibrant and livable community for future generations.

Our priorities include encouraging economic opportunities while continuing to manage growth and plan for appropriate development that enhances quality of life.

Community Goals

This vision is supported by the following overarching goals created to help shape Kingsland's future development.



Enhance Quality Growth Principles.



Provide adequate services and facilities.



Ensure a healthy, vibrant and livable community for future generations.

The City of Kingsland's vision is further defined by the Character Area Map. The City of Kingsland is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in keeping with the City's vision.



City of St. Marys Vision

In regard to the development of the vision as found in the City of St. Marys Master Plan, an interactive community engagement program was developed to inform the public about the Master Plan and provide an opportunity for citizens to be involved in the planning process. The City of St. Marys believes that significant and effective engagement is essential in developing a plan that has buy-in and leads to better support for implementation efforts that will assist the community in achieving long-term goals. The public involvement strategies involved measures such as the appointment of a Master Plan Steering Committee, a Community Survey, Stakeholder Interviews, Public Presentations, the use of a Mardi Gras Festival Booth, Public Workshops, Children's Art Contest, a Smart Phone Mapping App, and an extensive Media Campaign.

The following vision statement was developed as through the work of the City of St. Marys Master Plan:

The City of St. Marys is:

"One St. Marys. One Vision. One Future.

We are a vibrant, welcoming and friendly coastal community where our residents play an essential role in our success;

We cherish our environment, our heritage and our role as the Gateway to Cumberland Island National Park;

We proudly support our nation's security by maintaining a strong relationship with the military forces who are our neighbors;

We believe that all residents should have access to a safe neighborhood, job opportunities, quality education, and community services;

We envision a resilient community with a thriving and diverse economy, mobility, and recreational and cultural activities for all citizens;

We are One St. Marys."



The City of St. Marys vision is further defined by the Character Area Map. The City of St. Marys is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in keeping with the City's vision.



City of Woodbine Vision

The City of Woodbine developed a community vision through a stakeholder involvement process through meetings held earlier this year. The group reviewed the vision statement from the City of Woodbine that was established during the 2007 comprehensive planning process and the 2015 comprehensive plan update process and crafted a new vision based upon changing trends as well as accomplishments within the City. Based upon feedback at the August 2017 meeting, the following vision was produced:

The City of Woodbine is:

“a family-friendly, safe community with a welcoming small-town appeal; it strives to be a vibrant community committed to preserving its natural amenities and rural character.”

Community Goals

This vision is supported by the following overarching goals created to help shape Woodbine's future development.



Promote access and improvements to the Satilla River.



Identify and promote areas for diverse economic development.



Preserve neighborhoods, and prepare for future growth.



Increase connectivity and enhance transportation options for all forms of travel.



Grow the arts as part of what makes Woodbine special.



Protect, preserve, and promote natural resources.

The City of Woodbine's vision is further defined by the Character Area Map. The City of Woodbine is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in keeping with the City's vision.

NEEDS AND OPPORTUNITIES

The recommendations of the Camden County Joint Comprehensive Plan were created to address the Needs and Opportunities identified through the public outreach effort and the existing conditions analysis.

Among the recommendations of Camden County Joint Comprehensive plan, the following four items are key in achieving the County's vision for the future. These help the County to achieve multiple goals and its long term vision.

KEY RECOMMENDATIONS

CAMDEN COUNTY

Promote Dynamic Growth Opportunities for All Residents.

Prepare for Future Economic Development While Maintaining Sense of Place and Community.

Consider current and future flooding scenarios (30-50 years) with the siting and design of development, including residential and commercial as well as infrastructure such as roads, sewer, wastewater treatment, etc.

Continue to preserve natural infrastructure such as marshes, dune systems, floodplains, oyster reefs that aid in protecting the county from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.

KEY RECOMMENDATIONS

CITY OF KINGSLAND

Enhance Quality Growth Principles.

Provide adequate services and facilities.

Ensure a healthy, vibrant and livable community for future generations.

KEY RECOMMENDATIONS

CITY OF WOODBINE

Promote access and improvements to the Satilla River.

Identify and promote areas for diverse economic development.

Preserve neighborhoods, and prepare for future growth.

Increase connectivity and enhance transportation options for all forms of travel.

Grow the arts as part of what makes Woodbine special.

Protect, preserve, and promote natural resources.

KEY RECOMMENDATIONS | CITY OF ST. MARYS

Support the development and expansion of businesses and industries that are suitable for the community, generate employment opportunities, and contribute to the vitality of the local, regional and national economy.

Promote public policies that enable all community residents, regardless of age, ability, or income, to have access to quality goods and services for a healthy and vital lifestyle.

Protect, enhance, and promote the City's signature qualities, including the marshes and waterfront, access to Cumberland Island, and the warm, hospitable and friendly nature of the people of St. Marys.

Protect and promote the efficient and effective use of our community's natural, cultural and human resources.

Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community.

Identify and implement the necessary improvements and programs to achieve St. Marys' Vision, including infrastructure maintenance, regulations to appropriately manage growth, resiliency planning and leadership training for City Council and staff.

Foster an atmosphere of cooperation with neighboring jurisdictions as well as regional, State and federal agencies to address shared needs through adequate funding, legislation and technical assistance.

Promote a healthy range of safe, affordable, inclusive, and resource efficient housing that meets the needs of all residents of the City.

Promote multi-modal transportation methodology; safe, reliable, and accessible sidewalks; and public vehicular and nautical transit options that can safely and efficiently accommodate the variety of vehicles and vessels in use by residents and visitors.

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1

PLAN OVERVIEW

- 1.1 Purpose
- 1.2 Scope
- 1.3 Methodology

PURPOSE 1.1



The Camden County Joint Comprehensive Plan is a living document updated and shaped by its leadership, staff, and citizens. It is a policy guide for making zoning and land use decisions and it sets policies for county and city officials as well as staff concerning the future development of the county and its three cities.

The Comprehensive Plan is a long-range land use plan to guide future growth and the physical development of the County and its three cities. The goals and policies within the Comprehensive Plan are designed to help make Camden County and the cities of Kingsland, St. Marys, and Woodbine become prosperous, healthy, equitable, and resilient.

The Joint Camden County Comprehensive Plan is a five year update as required by the “The Minimum Standards and Procedures for Local Comprehensive Planning,” (Minimum Standards) adopted by the Georgia Department of Community Affairs (DCA). The latest version of these standards can be found in O.C.G.A Chapter 110-12-1, effective March 2014.

In meeting these standards, this Plan enables the Camden County and the cities of Kingsland, St. Marys, and Woodbine to maintain their Qualified Local Government (QLG) status, making them eligible to receive certain types of state funding. This plan update reassesses where Camden County and its three cities are today, and how they intend to grow in the future. Following the Minimum Standards, the Plan presents a community vision, goals and a work program designed to make the vision a reality.

SCOPE

1.2

In keeping with the Minimum Standards, this plan is presented in three components:

- 1 COMMUNITY VISION** - which lays out the future vision and goals that the community wants to achieve in text and maps;
- 2 NEEDS AND OPPORTUNITIES** – which provides a list of the various needs and opportunities that the community will address; and
- 3 COMMUNITY WORK PROGRAM** – which provides a 5-year Short Term Work Program designed to address the needs and opportunities. This program include activities, initiatives, programs, ordinances and administrative systems to be put into place or maintained to implement the plan.

In addition, the plan incorporates planning elements as defined by the DCA Minimum Standards that are important to shaping the future of Camden County and its three cities of Kingsland, St. Marys, and Woodbine.

A Record of Accomplishments highlighting the success of the previous Short-Term Work Program, a description of the public involvement proves, and a report on how this plan is consistent with the Regional Water Plan and Environmental Planning Criteria is a part of this report.



Boundary and Description



Camden County

The Camden County is one of the six coastal counties in Georgia. The county was incorporated in February 1777 and is one of the original counties of Georgia. Camden County is the 41st most populated county in Georgia. The adjacent counties include Glynn County to the north, Nassau County, Florida to the south, Charlton County on its western corner, and the Atlantic Ocean borders the county to the east.

The County has a total area of 689 square miles making it the 11th largest county in the state by area. The population in the 2010 Census was 50,513 and represented an increase of 16 percent over the 2000 census.

Camden County is rich in history, cultural and environmental resources. The aesthetics of the area, including, live oak canopies, expansive marshland vista and barrier island such as Cumberland Island, create a distinctive atmosphere that defines Camden County as a coastal area of unmatched beauty.



Kingsland

The City of Kingsland was incorporated in 1908 by the State of Georgia on land that included property owned by William Henry King who also served as the first Mayor of the City. The area was referred to as Kings Land by the railroad company in 1893 when the first passenger trains traveled through the property. Due to the location of the railroad upon William Henry King's property, stores and businesses opened because of the strategic location. The city had a population of 15,946 in 2010 Census and now has an estimated population of 16,720.

Kingsland is located in southwestern part of Camden County, Georgia. The City is bordered by the City of St. Marys to the east. The city has direct access to Interstate 95 from Exit 1, Exit 3, Exit 6, and Exit 7. In addition, US Highway 17 and GA Highway 40 also provide access to the city.

The City has a total area of approximately 45 sq. miles in land mass and it is among the top 15 cities in the state of Georgia based upon size.

The City prides itself on providing a high quality of life for all citizens and has many amenities and significant resources to offer.



St. Marys

The City of St. Marys, Georgia was incorporated by the state of Georgia in December 1792. As stated in the previously approved St. Marys Master Vision Plan, the City of St. Marys, in Camden County, Georgia, is situated along the St. Marys River, which marks the boundary between Georgia and Florida. St. Marys was originally founded as a Spanish colony in the mid-16th century and served as a seaport during the pre and post-colonial days.

St. Marys was once the home of the Gilman Paper Company that manufactured paper products for consumer and industrial markets. It is now the home of the U.S. Naval Base Kings Bay (SUBASE Kings Bay), as well as the gateway to Cumberland Island National Seashore. It has a historic district as well as many newly-built homes fronting on creeks and rivers that lead to the St. Marys River and the Intracoastal Waterway. The City of St. Marys has struggled to fill the void left by the closing of the paper mill despite efforts by community, civic and business leaders to do so over the last ten years.

The City has a total area of approximately 24.9 miles, of which approximately 22.5 square miles is land and 2.4 square miles is water, with the City of Jacksonville, Florida being located 38 miles south. The City's is accessed by Georgia Highway 40 and has direct access to Interstate 95 at Exit 1.

St. Marys has significant historical, cultural, and recreational amenities for the enjoyment of their citizens.

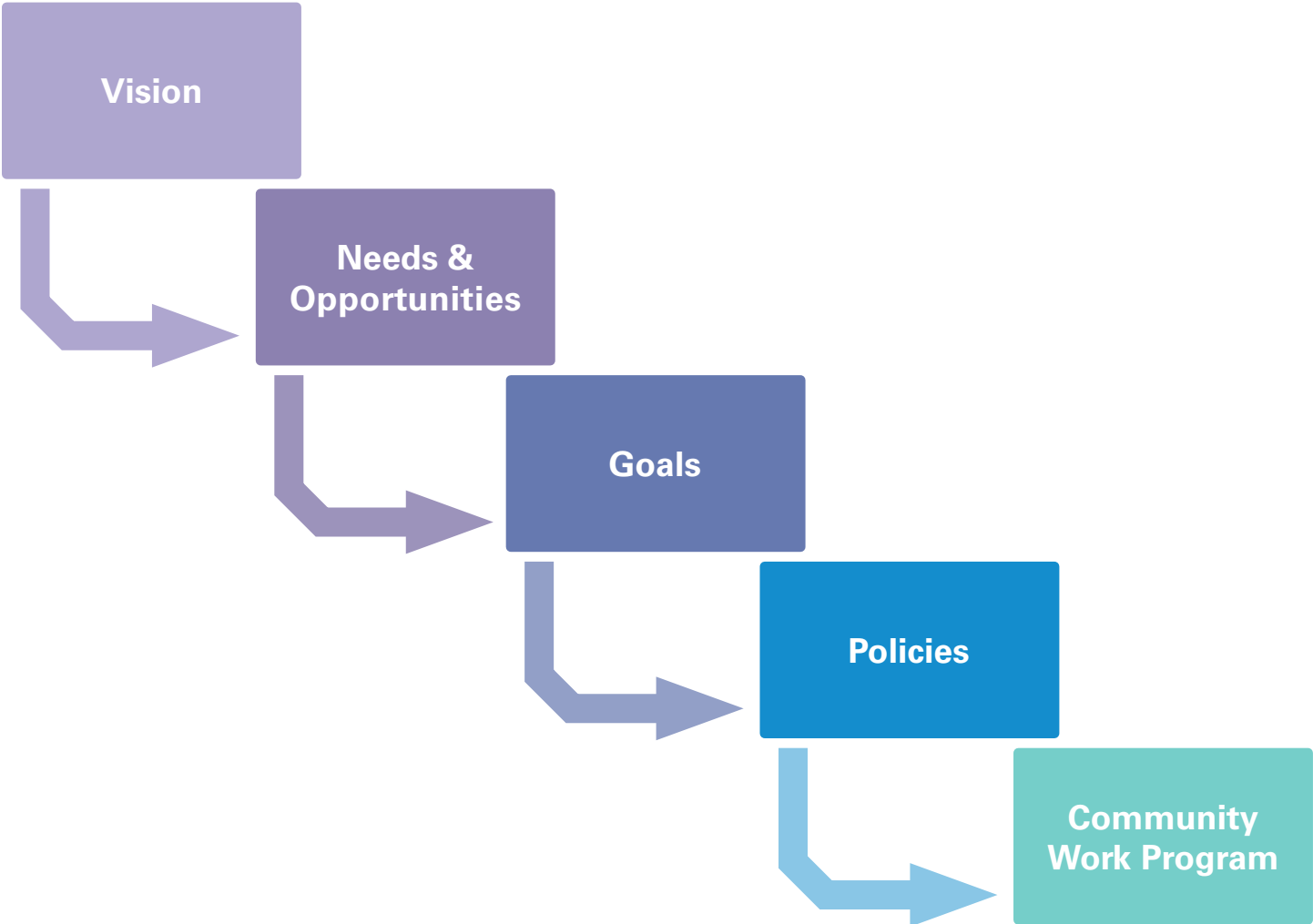


Woodbine

The City of Woodbine was incorporated in August 1908 and received its name when James Bedell sold right of -way access across his land and required that the first rail community be named Woodbine. Bedell acquired the property from Luke John Bialy as it was held during the Civil War.

The City serves as the county seat of Camden County and is located on the south bank of the Satilla River. U.S. Route 17 passes through the center of the city. The City has a total area of approximately 2.6 square miles. Camden County is bounded to the north by Glynn County and to the south by Nassau County in the State of Florida.

The City of Woodbine is a family friendly, safe friendly with a welcoming small town appeal. The City also has significant cultural and recreational assets such as the Woodbine Riverwalk.



METHODOLOGY 1.3



The public outreach effort launched for this plan update includes two public hearings, a kick-off meeting, a community workshop, and Steering Committee meetings.

Announcements and notifications of these meetings were included on the Coastal Regional Commission's website throughout the development of the Joint Comprehensive Plan.

The Steering Committee for the Joint Comprehensive Plan for Camden County, City of Kingsland, City of St. Marys, and City of Woodbine was formed and comprised of members representing a cross-section of the community including elected officials, key staff, members of the planning and zoning boards, business owners, environmental groups, and local residents.

Goals of the Steering Committee

Seek agreement on key issues.

Help craft a common vision for the future.

Provide guidance on action needed to achieve that vision.

Affirm public input.

Members of the Stakeholder Committee included various members of the community in order to obtain feedback and input on the plan for different segments of the population.

During the initial kick-off meeting held on March 7, 2017, members of the committee were introduced and discussed the role of the committee. The kick-off meeting also provided an overview of the planning process, and the purpose of the Minimum Standards and Procedures as set forth by the GA DCA.

The initial public hearings were held by Camden County and the City of Kingsland, City of St. Marys, and the City of Woodbine in March 2017, May 2017, and June 2017 to brief the community on the Plan Update process, and provide members of the public opportunity for public participation.

A community-wide workshop was held from Noon-2 p.m. on May 15, 2017 at the Camden County Public Service Authority building on Wildcat Drive in Kingsland, GA. Community stakeholders participated in carrying out a SWOT (strengths, weaknesses, opportunities, threats) analysis of the City and helped to identify Needs and Opportunities for Camden County, City of Kingsland, City of St. Marys, and City of Woodbine.



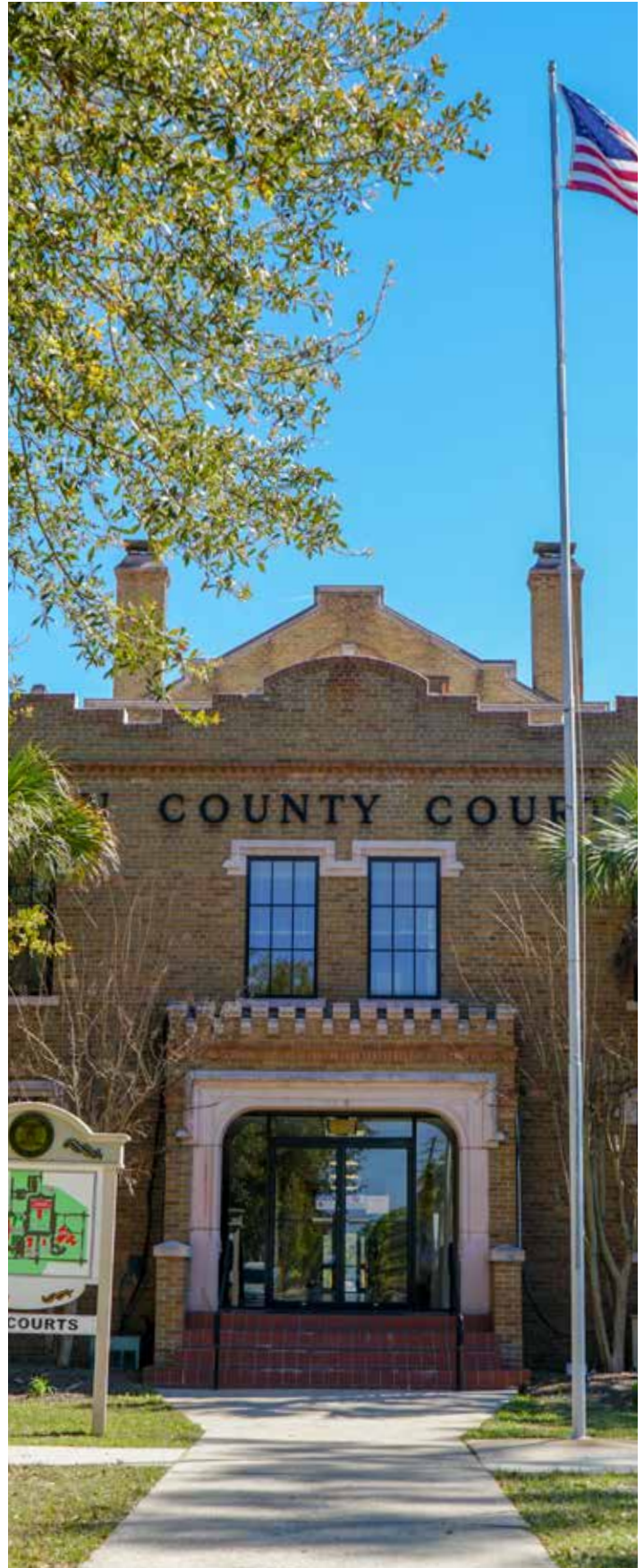
NEEDS AND OPPORTUNITIES

- 2.1 Public Input
- 2.2 Analyzing the External Environment
- 2.3 Analyzing the Internal Environment
- 2.4 Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- 2.5 Needs and Opportunities Matrix

Needs and Opportunities

The process which identified the Needs and Opportunities unique to the Camden County and the three cities was based on indicators from the technical assessment and input collected as part of the engagement process.

A need can be defined as a condition of something that is required or wanted, while an opportunity is a chance for progress or advancement. In order to achieve the County and the three cities vision and goals for the future, a number of Needs and Opportunities that the County and three cities must address were identified.



PUBLIC INPUT

2.1



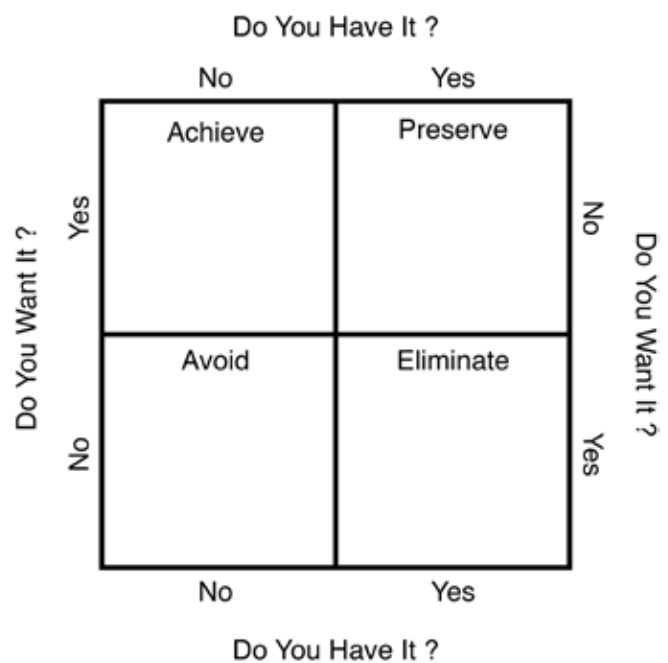
On March 7, 2017, members of the Steering Committee participated in the kick-off workshop held for the Joint Camden County Comprehensive Plan which includes Camden County and the cities of Kingsland, St. Marys, and Woodbine.

In order to collectively steer the process, a 2x2 matrix was constructed to examine the Yes and No answers to two very basic questions:
(1) Do we have it? (2) Do we want it?

1. Do we have it?
2. Do we want it?

This analysis is designed to identify priorities conducted through this matrix that included an exercise with the interplay of 'yes' and 'no.'

The interplay of Yes and No answer to these questions defines four basic categories: Achieve Preserve, Avoid or Eliminate.



The SWOT Analysis was designed to identify priorities for the City and was conducted through a “Matrix” that included an exercise with the interplay of ‘yes’ and ‘no’.

The interplay of Yes and No answers to these questions define four basic categories, Achieve, Preserve, Avoid, or Eliminate.

CAMDEN COUNTY

ACHIEVE

- Space Port
- Industrial development
- Property value increase
- Technical college
- Limited residential development
- Government center property

PRESERVE

- Quality of life
- Natural resources
- Military presence
- Waterways
- Tourism
- Viewscapes
- Camden County AVOID
- Do we have it? No. Do we want it? No.
- Blight/underutilized parcels
- Unplanned growth

ELIMINATE

- Blight

CITY OF ST. MARYS

ACHIEVE

- Reinvigorated waterfront
- Reuse of airport site
- Reuse of mill site
- Connectivity between subdivisions and across city
- More development and activity downtown
- Build out and infill platted subdivisions
- Better or more diverse transportation for workforce
- Reopening south gate/St. Peter
- Exit 1 and transportation improvements
- Expand park properties
- Gateway development
- Reuse zoning ordinances and improve code enforcement activities
- Better utilize electronic permitting and project management
- Starter homes and rental housing
- Diverse industry/job base
- Funding for stormwater management
- Higher CRS rating through flood outreach
- Prepare for long-range sea level rise impacts through zoning and planning

PRESERVE

- Historic District and character
- 'Small town' feel
- Waterfront and marshlands
- Live, work play
- Existing businesses and industries
- School and education system
- 'Low crime' environment
- Navy and Coast Guard relationships
- Cumberland Island partnerships
- Parks

AVOID

- Uncontrolled development
- More committees – redundancies
- Development of flood areas, sea rise and surge zones

ELIMINATE

- Airport
- Redundant committees
- Blight, especially in midtown and downtown areas

CITY OF KINGSLAND

ACHIEVE

- Retail
- Convention center
- Highway beautification
- Industrial development
- Residential redevelopment
- US 17 recreation development
- Traffic flow improvement
- Fire aerial equipment
- Downtown clean-up

PRESERVE

- Historic structures
- Balanced growth
- Small town atmosphere

AVOID

- Oversized businesses in downtown
- More pawn shops

ELIMINATE

- Blight

CITY OF WOODBINE

ACHIEVE

- Complete Streets (methodology and principle that has now been mandated for new capital improvement/infrastructure that is being expanded has to include multi-accessible making room for not only automobiles, but also pedestrians and cyclists).
- Accessible boat ramp
- Expanding dock/Marina (for transient boat access so people can be brought to
- Woodbine by boat and be able to get to rest of City)
- Connect Waterfront to City (even though the PSA has just invested more than \$20,000 in park, additional improvements are needed such as pavilion screens).
- Screened pavilions (have bare minimum pavilions now and in summer, especially, need screens)
- Educational signage for plants, bio-diversity along Boardwalk (telling people about the plants they are looking at; environmental preservation)
- Boost amenities
- Marketing Woodbine assets
- Using river as economic driver (kayak tours, restaurants, etc. to pull people off Interstate to Woodbine)
- Set up a water trail
- Market Satilla River (Woodbine is major last stop on Satilla River)
- Design Guidelines (nothing has been formerly adopted)
- Network connectivity parks
- Eco-friendly
- Downtown

PRESERVE

- Sense of community
- Natural assets (beauty, plants, etc.)
- Financial stability (has been stable for many years; small city – overhead costs not much; never had to borrow; no huge pension obligations)
- Aesthetic quality of city
- Woodbine River Walk
- Historic quality of Woodbine (sizable nice parks; nice old houses)
- Music/Opry

AVOID

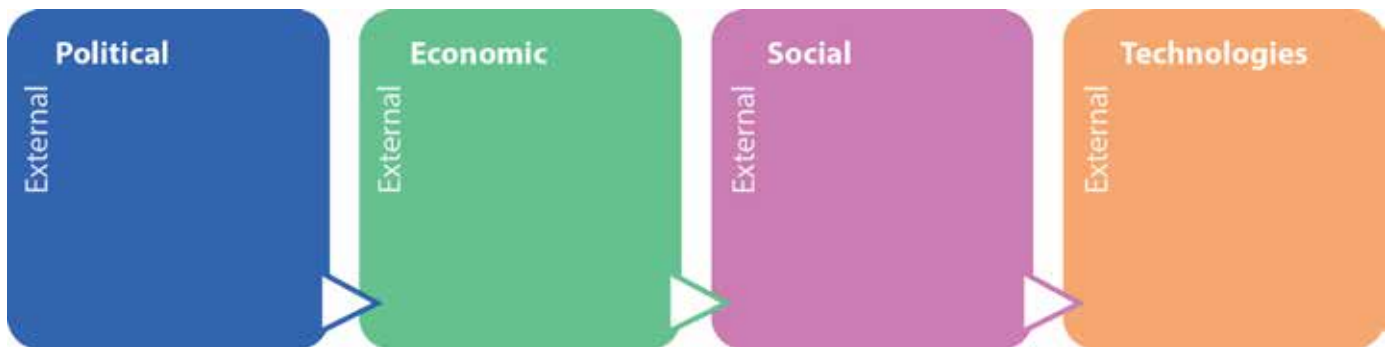
- Spur looking like Hwy. 40 (aesthetics)
- Unplanned growth
- Losing traditional downtown Woodbine
- Big Box (if Spaceport comes and Exit 14 traffic increases, a Walmart may come in and Woodbine would be a ghost town)

ELIMINATE

- Uninviting waterfront entrance
- Blight (abandoned houses)

ANALYZING THE EXTERNAL ENVIRONMENT 2.2

Once the four categories were identified, the analyses of the **external environment** such as social changes, new technologies, political environments to determine how, if at all might affect Camden County and its three cities. A chart for analyzing the external environment is the **PEST** chart, an acronym for Political, Economic, Social and Technologies analysis that encompass the process.



External Analysis Political

- Elected officials/agencies
- Florida/Georgia Border
- Environmental Regulations
- Funding Streams

External Analysis Economic

- Military Base
- Cycles and Market
- Funding Streams
- Cumberland Island
- Hurricane Perception
- General Perception
- Economic Growth

External Analysis Social

- Elderly Population
- Homelessness/Poverty/Jobless
- Skills/lack of

External Analysis Technologies

- Broadband
- Rate of Technological Change
- County Water and Sewer
- Internet Competition

A critical component in the planning process is also documenting what Camden County and its three cities know about itself, analyzing the internal environment. What defines the culture? What is its image in the eyes of its stakeholders and others?

ANALYZING THE INTERNAL ENVIRONMENT

2.3

A critical component in the planning process is also documenting what Camden County, and the cities of Kingsland, St. Marys and Woodbine knows about itself, analyzing the internal environment. An internal analysis is an exploration of the organization. What defines Camden County, Kingsland, St. Marys and Woodbine's culture? What is its image in the eyes of its stakeholders and others? Are clear lines of communicating present? Is there skilled and experienced staff?

INTERNAL ANALYSIS

- County and cities work in silos and do not plan together
- Distinct communities and identities
- Competent, skilled and experienced staff
- Management skills
- Attributes that define the culture include:
 - Reliable
 - Effective
 - Innovative
 - Creative

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

2.4



The information derived from the external analysis feeds into the Opportunities and Threats segments of the SWOT analysis.

The information derived from the internal analysis drives the Strengths and Weaknesses components of the SWOT.

Citizen input helped determine the Camden County and its three cities needs and opportunities as part of the comprehensive planning process. The results are incorporated into the body of the plan.



CAMDEN COUNTY

STRENGTHS

- Quality of life
- Natural resources
- Military presence
- Waterways
- Tourism
- Viewscapes

WEAKNESSES

- Blight/underutilized parcels
- Unplanned growth
- Broadband
- Rate of technological change
- County water and sewer
- Internet competition

OPPORTUNITIES

- Space Port
- Industrial development
- Property value increase
- Technical college
- Limited residential development
- Government center property

THREATS

- Lack of industry diversity
- Blight
- Elderly population
- Homelessness/poverty/jobless
- Skills/lack of
- Environmental regulations
- FL/GA border leakage
- Funding streams

CITY OF ST. MARYS

STRENGTHS

- Historic District and character
- 'Small town' feel
- Waterfront and marshlands
- Live, work play
- Existing businesses and industries
- School and education system
- 'Low crime' environment
- Navy and Coast Guard relationships
- Cumberland Island partnerships
- Parks

OPPORTUNITIES

- Reinvigorated waterfront
- Reuse of airport site
- Reuse of mill site
- Connectivity between subdivisions and across city
- More development and activity downtown
- Build out and infill platted subdivisions
- Better or more diverse transportation for workforce
- Reopening south gate/St. Peter
- Exit 1 and transportation improvements
- Expand park properties
- Gateway development
- Reuse zoning ordinances and improve code enforcement activities
- Better utilize electronic permitting and project management
- Starter homes and rental housing
- Diverse industry/job base
- Funding for stormwater management
- Higher CRS rating through flood outreach
- Prepare for long-range sea level rise impacts through zoning and planning

WEAKNESSES

- Airport
- Redundant committees
- Blight, especially in midtown and downtown areas
- Vacant and underutilized properties
- Stormwater and flooding

THREATS

- Lack of industry diversity
- Uncontrolled development
- More committees – redundancies
- Development of flood areas, sea rise and surge zones
- Elderly population
- Homelessness/poverty/jobless
- Skills/lack of
- Environmental regulations
- FL/GA border leakage
- Funding streams

CITY OF KINGSLAND

STRENGTHS

- Historic structures
- Balanced growth
- Small town atmosphere

WEAKNESSES

- Lack of retail opportunity
- Lack of transportation choices

OPPORTUNITIES

- Retail
- Convention center
- Highway beautification
- Industrial development
- Residential redevelopment
- US 17 recreation development
- Traffic flow improvement
- Fire aerial equipment
- Downtown clean-up

THREATS

- Lack of industry diversity
- Blight

CITY OF WOODBINE

STRENGTHS

- Sense of Community
- Natural Assets
- Financial Stability
- Aesthetic quality of City
- Woodbine River Walk
- Historic Quality of City
- Music/Opry
- Woodbine residents proud/protective way of life
- Social Open and Welcoming
- Great Capacity for water/sewer
- Good Camden County Government/elected officials
- Eco-Friendly
- ADA Compliant Sidewalks
- Streets Resurfaced
- Senior Housing

WEAKNESSES

- Don't have accessible boat ramp
- Waterfront is not connected to City
- Pavilions are not screened in
- No Educational Signage
- No current marketing for Woodbine assets
- Land Use Plan needs updating
- No Design Guidelines
- Uninviting Waterfront entrance
- Blight
- Elderly-Limited Income
- Broadband Missing
- Not Enough Skilled Workforce
- Most Travel Out of town for jobs
- Need skilled workforce

OPPORTUNITIES

- Complete Streets
- Accessible Boat Ramp
- Expanding Door/Marina
- Connecting Waterfront to City
- Screen in Pavilions
- Education Signage
- Boost Amenities
- Market Woodbine Assets
- Use River As Economic Driver
- Set up a Water Trail
- Design Guidelines
- Network Connectivity Parks
- EcoFriendly
- Spaceport
- Update Land Use Plan
- Technical School Proposal
- Small "Mom and Pop" business

THREATS

- Spaceport
- Spur looking like Georgia Highway 40 (Aesthetics)
- Unplanned Growth
- Losing traditional downtown Woodbine
- Pipeline
- Sometime Woodbine is an afterthought (politically)
- Internet not fast enough for people to work from home
- Big Box Businesses

NEEDS AND OPPORTUNITIES

2.5

A need is identified as a condition of something that is required or wanted, while an opportunity is a chance for progress or advancement.

More specifically, a “need” refers to the gap or discrepancy between a present state (what is) and a desired state (what should be). The need is neither the present nor the future state; it is the gap between them. An “opportunity” refers to something that the County and its three cities have that should be maintained, promoted or that the County and its three cities can capitalize on that improves the community.

Input from the Steering and Stakeholder Committees, the technical assessment and citizen input helped determine Needs and Opportunities for Camden County and the cities of Kingsland, St. Marys, and Woodbine as part of the comprehensive planning process. On April 6, 2017, the members of the Steering Committee met to further refine the area’s strengths, weaknesses, opportunities and threats which were first derived at the March meeting. This methodology was undertaken to further identify potential needs and opportunities, help establish goals and policies and to ultimately help articulate the community work program.



CAMDEN COUNTY

ISSUES

- There is blight and underutilized parcels
- There is unplanned growth
- There are areas still not served by broadband internet services
- There is no county water and sewer
- There is very little internet competition
- There is a lack of industry diversity
- There is an aging/elderly population
- There is homelessness/poverty/jobless
- There is a deficiency in work related skills
- There is an issue with FL/GA border leakage
- Lack of Funding Streams for Government Operations

OPPORTUNITIES

- Spaceport
- Industrial Development
- Property Value Increase
- Technical College
- Limited Residential Development

CITY OF KINGSLAND

ISSUES

- There is a lack of retail opportunity
- Lack of transportation choices exist
- There is an issue with a lack of diversity
- Blight structures need to be addressed.

OPPORTUNITIES

- Retail
- Convention Center
- Highway Beautification
- Industrial Development
- Residential Development
- US 17 Recreation Department
- Traffic Flow Improvement
- Fire Aerial Equipment
- Downtown Clean-Up

CITY OF ST. MARYS

As stated in the recently adopted St. Marys Master Plan, the list of issues and opportunities was developed by the St. Marys Master Plan Steering Committee through a SWOT (strengths, weaknesses, opportunities, threats) analysis, evaluation of demographic and economic information summarized in the Data Assessment Addendum, and review of the public input received through numerous public workshops and a community survey, summarized in the Public Participation Program Addendum. In addition, the MPSC also reviewed the supplemental planning recommendations provided by the Georgia Department of Community Affairs, and included relevant ideas and information.

ECONOMIC DEVELOPMENT

ISSUES

- Waterfront area of St. Marys needs revitalization and investment.
- Living-wage employment opportunities are needed.
- The airport has been closed and the property will revert to the City of St. Marys and be available for redevelopment.
- The closure of the South Gate of the Navy Subbase has negatively impacted commercial traffic for St. Marys' businesses.
- There is a perception that additional hotel rooms and other types of tourist housing are needed.
- The City is not benefiting as much as it could from the tourist traffic generated by visitors to Cumberland Island.
- Residents have expressed a need for more restaurant/retail opportunities.
- The City is not perceived by some to be a "business-friendly" city.
- Overall appearance of the Midtown area, including closed buildings and vacancy, is having a negative impact on economic development.
- The Midtown area and corridor to downtown needs revitalization.
- There is a need for more diversification of the economic base (top employers are governmental, hospital, and education)
- The City's permit fee structure is not perceived to be accommodating to new restaurants and other service related businesses.
- Gateway & signage improvements are needed to direct people to and around St. Marys.

OPPORTUNITIES

- Continue to work with the Navy to explore opportunities to open the South Gate.
- Foster improved relations with the JDA and work with the JDA to recruit clean industries and/or marina-based businesses.
- Develop the Gateway Intracoastal property.
- Attract intracoastal boating traffic by constructing docks with overnight slips and support services like marine supplies.
- Capitalize on the population that visits Cumberland Island daily.
- Create a business-friendly permitting and licensing process.
- Develop a city-wide beautification program.
- The Mill Site and airport properties offer opportunities for jobs and economic development.
- Initiate a mutually beneficial connection with Fernandina Beach.
- Leverage ecological and historical assets to foster economic growth.
- Crooked River and other waterways provide ample locations for commercial aquaculture and fisheries.
- Wedding, boating and marine activities can bring more tourists to the City.

LAND USE

ISSUES

- The City needs to revise or replace its outdated zoning code.
- Residents want to maintain the “small-town ambiance” while allowing for future development and economic growth.
- The aesthetics of the City’s commercial corridors need improvement.
- Vacant commercial buildings and undeveloped land along the City’s major commercial corridors are available for development.
- There is a lack of connectivity of residential areas to neighborhood and regional commercial centers.
- Family-oriented activities and attractions are lacking.
- There is a lack of service related businesses in different areas of the City.
- There is a demonstrated need for opportunities for temporary housing (furnished rooms, cottages, RVs, etc.).
- Residential density in the downtown area is needed to support desired commercial development.

OPPORTUNITIES

- Use the adoption of a new Master Plan as the impetus to adopt a modern zoning code that includes form-based standards for commercial corridors in Midtown, Downtown, and appropriate areas.
- The airport closing provides a complementary commercial/industrial space for development.
- Create incentives to encourage additional neighborhood commercial services, such as grocery stores and pharmacies, in areas in need of these services.
- Protection of local cultural, historic and natural resources are necessary to create tourist destination opportunities.
- A new zoning ordinance can attract appropriate businesses.
- Explore ways to better address vacant and underutilized structures.
- Use a new zoning code as an opportunity to create and increase residential living space in downtown St. Marys.

HOUSING

ISSUES

- More affordable/workforce housing is needed, both for rental and owner-occupied units.
- Housing is needed for special populations, including the elderly and special needs.
- A wider variety of housing options besides detached, single-family is needed.
- Safe neighborhoods should be enjoyed by all residents of St. Marys’ residents.
- There is a lack of housing opportunities for first-time home buyers, young couples, and military families.

OPPORTUNITIES

- Consider assisted living and tax credit housing for aging populations.
- Consider marketing St. Marys as an ideal housing opportunity for the growing workforce in North Florida.
- Consider zoning changes to develop mixed use and higher density living opportunities in downtown along with middle class and affordable housing development.

NATURAL & CULTURAL RESOURCES

ISSUES

- Unique and sensitive environmental, historic and cultural resources within the City could potentially be adversely impacted by development.
- Any loss of these resources could potentially have an adverse impact on the tourism industry and local economy.

OPPORTUNITIES

- Partner with the U.S. Park Service to expand tourism for Cumberland Island.
- Ensuring the preservation of the marsh environment and waterways is necessary to provide a major attraction for residents and visitors.
- Thoughtful and practical preservation and adaptive reuse of significant historic structures should be considered as appropriate.
- Seek to include design standards for the Downtown in the new zoning code that are consistent with the historic character of this area.
- Protection of the Rookery and other critical wildlife habitats is desirable to preserve the City's natural resources.
- The City could better capitalize on the history of the City that currently remains undocumented /uncelebrated.
- Consider a program to install historic markers to highlight the historic nature of St. Marys.
- Seek to balance the City's need to encourage business and residential development with the preservation of natural, historic and cultural resources.

EDUCATION

ISSUES

- Job training related to local employment options (current and future) is lacking.
- Life-skills training for the City's youth is not available for many of the young residents in the City.

OPPORTUNITIES

- Encourage local employers to work with the Board of Education and Coastal College of Georgia, Camden Center, to tailor classes and programs to their needs.
- Encourage nonprofit organizations, churches, foundations, etc., and the Board of Education to develop life skills and future job training for high school students.

TRANSPORTATION

ISSUES

- Unsafe and confusing golf cart accessible designations on local roads cause safety issues.
- Bicycle paths along the rail corridors are desirable.
- Improved pedestrian and bicycle connectivity to coastal marshlands is desirable.
- Resurfacing projects should, where feasible, include provisions to bicycles and golf carts, e.g. striping for bicycle lanes.
- Complete bicycle network with adequate lighting is needed.
- Multi-modal access from residential areas to community facilities is not adequate.
- Safer crossings for access to schools are needed.
- Coastal Regional Commission demand response bus service and taxi cab services are not sufficient.
- Public transportation is needed from downtown St. Marys along Osborne Road to Kingsland to access services, shopping and employment centers.
- Ferry service to Fernandina should be considered.
- Event traffic and parking is an issue for the community and visitors.
- Congestion around the schools at peak times is an issue.
- Traffic speed and cut through traffic is an issue on some neighborhood roadways.
- The City has several intersections with operational issues that need to be addressed as outlined in the Multi-Modal Transportation Study.
- Safety at intersections, particularly near schools, is a primary focus.
- Gateway signage into St. Marys along SR 40/ Osborne Road needs to be enhanced.
- There is limited dock space at the Waterfront and it is not boater friendly. Improvements are needed.

OPPORTUNITIES

- Identify appropriate golf cart routes and modify existing ordinances regarding golf cart operations.
- Consider public and private ways to install charging stations for golf carts and electric vehicles.
- Implement priority recommendations from the Camden County Bicycle and Pedestrian Study.
- Create trails that link downtown with surrounding neighborhoods.
- Consider using abandoned rail corridors and utility easements for recreational trails.
- Consider ways to maximize the attractiveness of waterway trails for tourist and residents.
- Consider remote parking and shuttle services to address event parking issues.
- Encourage multi-modal interconnectivity for all new developments.
- Identify opportunities to provide transit service to underserved populations.
- Coordinate with rail companies to promote accessibility and safe crossing opportunities while ensuring efficient mobility for all modes.
- Continue to coordinate with GDOT on roadway improvements, including improvements to Exit 1, and to address operational and safety issues.
- Local safety projects along the Federal Highway system should be identified, coordinated with city and county officials, and submitted to the GDOT and FHA for consideration in the lump sum safety funding program.
- Where City funds are available, use them as leverage to conduct feasibility studies, perform preliminary engineering/design and conduct right of way acquisition to incentivize State and federal funding participation in local safety projects.
- There are school crossing safety issues that should be addressed as outlined in the Multi-Modal Transportation Study.
- Assess feasibility and potential locations for additional boat dock facilities and associated improvements.
- Protect evacuation routes in general, and specifically those that connect to SUBASE Kings Bay and peripheral residential areas.

CITY OF WOODBINE

Brand the City of Woodbine

Good answers to the right questions make all the difference for brand strategy. Coastal cities have essentially the same goals, needs and challenges. How can Woodbine share its assets to draw families, businesses, and communicate its dedication to improve the quality of life for its citizens? To make the point about a brand strategy, a question is posed.

“Why has Burger King never been able to come close to McDonalds in sales?”

Answer: “Burger King sells a product and McDonald’s sells an experience.” The bottom line difference between both brands selling essentially the same short list of products to hungry customers was 27 billion dollars. (Heaton, 2015)

A key question for the City to answer as it relates to its brand strategy: Among all your current and possible audiences, who is your single most important consumer? Who can be activated by you without requiring any change in their behavior? Knowing the answer to this seemingly simple questions is very important if to use limited marketing dollars effectively.

Look at this from the marketing strategy side: If you were your chosen target, why would you care? What’s in it for you? Genuine answers to the above questions lead to a brand strategy, and brand strategy applied through marketing tactics can prevent the City from spending a lot of time and money.

Create a Transportation Master Plan

Camden County and its municipalities conducted a Comprehensive Transportation Plan (CTP) in 2004. Carried out in four phases, the CTP provided an assessment of existing transportation conditions, public comment, project determination and prioritization. The CTP included a five-year short-term transportation program as well as a long-range, 20-year transportation plan. A Camden County Pedestrian and Bicycle Plan was completed in 2005. The plan was designed to facilitate and encourage safe and convenient transportation options. The Bike and Pedestrian Plan considered current conditions, planning, design and safety standards as well as a recommended implementation program. Participants recognize the need for ongoing transportation planning to address changing conditions and the need for updated plans.

Create Traditional Neighborhood Development Areas

Participants expressed concern that as the community grows and changes that it does not lose its sense of place or historic charm that helps to set it apart. To maintain the character of the neighborhood, design guidelines can be adopted that reflect the neighborhood’s identity.

Create Design Guidelines for the Commercial District

Participants expressed concern that as the community grows and changes that it does not lose its sense of place or historic charm that helps to set it apart. To maintain the character of the neighborhood, design guidelines can be adopted that reflect the neighborhood’s identity.

Promote Eco-Tourism, Provide Access, and Amenities and Promote the Satilla River

Eco-tourism is a form of tourism centered on learning experiences with ecological diversity that involves activities, environmental and cultural conservation measures, and community participation providing benefits for the local people. Efforts to maintain what many consider Woodbine’s strongest asset, the Satilla River, involves a broad approach that encompasses all aspects of the community; allowing for an appropriate balance between environmentally sound practices and the combined economic and health benefits derived from utilizing the river.

COMMUNITY VISION AND GOALS

- 3.1 Vision Statement and Goals
- 3.2 Community Policies
- 3.3 Quality Community Objectives

COMMUNITY VISION AND GOALS

3

The Community Vision and Goals identify Camden County and the direction for the future of the City of Kingsland, City of St. Marys, and the City of Woodbine and this comprehensive plan is intended to serve as a guide to local officials in day-to-day decision making. They are the product of public involvement and include the following components.

- Vision Statement
- Overarching Community Goals
- General Policies
- Character Areas Map and Narrative
- Future Land Use Map

VISION STATEMENT AND GOALS

3.1

CAMDEN COUNTY

The Community Vision paints a picture of what Camden County desires to become. The vision statement offered below was refined through discussion with the Steering Committee.

“Camden County is a welcoming and growing community with a commitment to purposely planning for future growth, promoting economic opportunity and preserving its natural amenities and historical heritage. ”

Camden County has identified a number of goals to achieve in order to make the County’s vision a continuing reality. The following goals represent the recurring themes, and received the highest rankings among community stakeholders. Like the vision statement, the goals were derived from a vetting process involving County staff, the steering and stakeholder committees, and members of the public.

- Promote Dynamic Growth Opportunities for All Residents.
- Prepare for Future Economic Development While Maintaining Sense of Place and Community
- Consider current and future flooding scenarios (30-50 years) with the siting and design of development, including residential and commercial as well as infrastructure such as roads, sewer, wastewater treatment, etc.
- Continue to preserve natural infrastructure such as marshes, dune systems, floodplains, oyster reefs that aid in protecting the county from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.

The vision addresses the community’s desire to maintain a small town feel with commercial, employment, and economic development opportunities. The vision is supported by overarching goals created to help shape the County’s future development.

CITY OF ST. MARYS

The Community Vision paints a picture of what St. Marys desires to become and this was refined through the Steering Committee based upon the City of St. Marys Master Plan.

In regard to the development of the vision as found in the City of St. Marys Master Plan, an interactive community engagement program was developed to inform the public about the Master Plan and provide an opportunity for citizens to be involved in the planning process. The City of St. Marys believes that significant and effective engagement is essential in developing a plan that has buy-in and leads to better support for implementation efforts that will assist the community in achieving long-term goals. The public involvement strategies involved measures such as the appointment of a Master Plan Steering Committee, a Community Survey, Stakeholder Interviews, Public Presentations, the use of a Mardi Gras Festival Booth, Public Workshops, Children's Art Contest, a Smart Phone Mapping App, and an extensive Media Campaign.

The following vision statement was developed as through the work of the City of St. Marys Master Plan:

"One St. Marys. One Vision. One Future.

We are a vibrant, welcoming and friendly coastal community where our residents play an essential role in our success;

We cherish our environment, our heritage and our role as the Gateway to Cumberland Island National Park;

We proudly support our nation's security by maintaining a strong relationship with the military forces who are our neighbors;

We believe that all residents should have access to a safe neighborhood, job opportunities, quality education, and community services;

We envision a resilient community with a thriving and diverse economy, mobility, and recreational and cultural activities for all citizens;

We are One St. Marys."

The vision is supported by following overarching goals created to help shape the City of St. Marys future development.

CITY OF KINGSLAND

The Community Vision paints a picture of what the City of Kingsland desires to become. The vision statement offered below was refined through discussion with the Steering Committee.

“The City of Kingsland is a dynamic and growing, coastal community that promotes family-friendly values and offers balanced economic opportunities for all citizens.”

The City of Kingsland’s goals are to enhance quality growth principles while providing adequate services and facilities that will ensure a healthy, vibrant and livable community for future generations.

The City of Kingsland’s priorities include encouraging economic opportunities while continuing to manage growth and plan for appropriate development that enhances quality of life.

The City identified a number of goals to achieve in order to make the City’s vision a continuing reality. The following goals represent the recurring themes, and received the highest rankings among community stakeholders. Like the vision statement, the goals were derived from a vetting process involving City staff, the steering and stakeholder committees, and members of the public.

- Enhance Quality Growth Principles.
- Provide adequate services and facilities.
- Ensure a healthy, vibrant and livable community for future generations.

The vision addresses the community’s desire to maintain a small town feel with commercial, employment, and economic development opportunities. The vision is supported by overarching goals created to help shape the City of Kingsland’s future development.

CITY OF WOODBINE

The Community Vision paints a picture of what the City of Woodbine desires to become. The vision statement offered below was refined through discussion with the Steering Committee.

“The City of Woodbine is a family-friendly, safe community with a welcoming small-town appeal; it strives to be a vibrant community committed to preserving its natural amenities and rural character.”

The vision is supported by the following overarching goals created to help shape Woodbine’s future development.

Camden County has identified a number of goals to achieve in order to make the County’s vision a continuing reality. The following goals represent the recurring themes, and received the highest rankings among community stakeholders. Like the vision statement, the goals were derived from a vetting process involving County staff, the steering and stakeholder committees, and members of the public.

- Promote access and improvements to the Satilla River.
- Identify and promote areas for diverse economic development.
- Preserve neighborhoods, and prepare for future growth.
- Increase connectivity and enhance transportation options for all forms of travel.
- Grow the arts as part of what makes Woodbine special.
- Protect, preserve, and promote natural resources.

The City of Woodbine’s vision is further defined by the Character Area Map. The City of Woodbine is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in keeping with the City’s vision.

COMMUNITY POLICIES 3.2

Policies set preferred direction and describe what must be done to achieve goals. They are specific enough to help determine whether a proposed project would advance the values expressed in the goals. The following policies are intended to provide on-going guidance and direction to officials with the Camden County, City of Kingsland, City of St. Marys, and City of Woodbine for making decisions consistent with achieving Community Goals and in implementing the Comprehensive Plan. The policies are organized by goals, although individual policies will achieve multiple goals expressed by the community.



CAMDEN COUNTY

DEVELOPMENT PATTERNS	CAMDEN COUNTY
<ul style="list-style-type: none">• Consider implementing community appearance ordinances• Investigate innovative ways to encourage reinvestment in older neighborhoods• Consider service provision and safety concerns when evaluating new developments for connectivity, etc.• Explore co-locating facilities to improve service delivery to residents.• Consider service provision and safety concerns when evaluating staffing levels, facilities, system, etc.• Encourage and guide growth and new development to occur in consideration of existing infrastructure and impact to the environment.• Consider recommendations in the Economic Diversification of Camden County (2005) and Housing Inventory of Unincorporated Camden County (2006) studies, among others.• Explore opportunities for development to pay for itself.• Encourage development to occur with consideration of existing infrastructure and impact on the environment.• Preserve natural resource infrastructure (marshes, dune systems, floodplains, oyster reefs, etc) that aid in protecting the county citizens and facilities from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc).• Consider current and future flooding scenarios with the siting and design of development (residential and commercial) and infrastructure (roads, sewer, wastewater treatment, etc).	

RESOURCE CONSERVATION**CAMDEN COUNTY**

- Consider adopting corridor overlay district and/or management plans to mitigate impact of streets/highways, etc. on natural, historic and cultural resources.
- Encourage partnership with the PSA to promote recreation opportunities throughout the County.
- Consider adopting Greenprint Plan (2008) recommendations, where appropriate.
- Protect historic culture throughout the county.
- Preserve natural resource infrastructure (marshes, dune systems, floodplains, oyster reefs, etc) that aid in protecting the county citizens and facilities from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.).
- Consider current and future flooding scenarios with the siting and design of development (residential and commercial) and infrastructure (roads, sewer, wastewater treatment, etc).

SOCIAL AND ECONOMIC DEVELOPMENT**CAMDEN COUNTY**

- Identify and create recreational opportunities for youth.
- Follow guidelines and recommendations as outlined in the Camden County Economic Diversification (2005) study.
- Encourage affordable housing based on the findings from the housing inventory study.
- Encourage home ownership among residents.
- Encourage appropriate finance mechanisms to support home ownership.
- Encourage economic development that meets the needs of the growing active adult community.

GOVERNMENTAL RELATIONS**CAMDEN COUNTY**

- Continue to cooperate, communicate and coordinate with local governments, adjacent jurisdictions, and citizen, nonprofit and social service organizations.
- Consider coordinating with Brantley County for fire protection, especially in Timberland Estates, Camden Preserve, and other developments.
- Consider coordinating infrastructure and communication improvements with surrounding counties- Charlton, Brantley, Glynn, Wayne, etc. as needed or desired.
- Promote economic development by considering appropriate and necessary ordinances to maintain consistent community appearances—landscaping guidelines, litter and design controls, corridor management, etc.
- Coordinate with the Chamber of Commerce and other relevant entities as the County transitions into a Metropolitan Statistical Area (MSA).
- Cooperate and coordinate on region wide issues; such as transportation, jail services, the airport, etc.



CITY OF KINGSLAND

DEVELOPMENT PATTERNS

CITY OF KINGSLAND

- To review existing codes and ordinances for consistency with the community vision.
- Evaluate zoning and developing ordinances, incorporating design guidelines, use-based restrictions, and performance-based regulations, where applicable.
- Reconsider compatibility of adjacent zoning and the transition of zoning.
- Allow compatible uses as infill development takes place.
- Continue to monitor growth and development trends and address services needed in specific areas.
- Plan for future safety needs, such as fire and police protection, as the population grows.
- Plan for upgrades and expansion to water and sewer capacity, as needed.
- Consider implementing impact fees.

RESOURCE CONSERVATION

CITY OF KINGSLAND

- Consider adopting a conservation subdivision ordinance to promote greenspace, etc.
- Continue to encourage developers to set aside greenspace for parks and recreational use.
- Consider a local historic district based upon findings from the inventory of historic structures, once completed.
- Continue to plan for multi-use paths as designated in the Rails-To-Trails Feasibility Study (2007), as well as the Coastal Greenway Initiative.
- Encourage bike and pedestrian activity.
- Wherever possible, connect to the regional network of greenspace and trails available to pedestrians and bicyclists for both tourism and recreational use.
- Discourage billboards, portable signs, and other types of undesired signage.
- Preserve, protect and promote natural, cultural, and historic resources within the community.
- Enhance heritage and eco-tourism opportunities.

SOCIAL AND ECONOMIC DEVELOPMENT**CITY OF KINGSLAND**

- Continue proactive planning for population growth, marketing to reach the active adult population.
- Explore opportunities created by area ports in Jacksonville and Brunswick.
- Develop implementation strategies for findings from Economic Diversification of Camden County, Georgia prepared by Georgia Tech.
- Pursue efforts to attract business of all sizes.
- Consider the impact of Jacksonville MSA-related growth.
- Expand cooperative leadership and partnership opportunities for economic development.
- Promote pocket parks for future developments and enhance the features of existing parks.
- Encourage the development of new parks and recreational areas in relation to new development.
- Consider adopting recommendations to encourage walkability in the downtown area, according to the Downtown Master Plan.
- Promote a comprehensive sidewalk network, connecting churches, and schools to neighborhoods.

GOVERNMENTAL RELATIONS**CITY OF KINGSLAND**

- Continue to cooperate, communicate, and coordinate with surrounding local governments, adjacent jurisdictions, and citizen, non-profit, and social service organizations.
- Continue to support the practice of voluntary annexations.
- Encourage cooperation with state agencies, as needed, as population growth continues.



CITY OF WOODBINE

DEVELOPMENT PATTERNS

CITY OF WOODBINE

- Explore strategies to pay for infrastructure improvements and expansions.
- Ensure that vehicular traffic does not harm the residential nature of neighborhoods.
- Encourage annexations that further the City's vision for the future.

RESOURCE CONSERVATION

CITY OF WOODBINE

- Promote public access to the waterfront.
- Discourage view encroaching high rise development.
- Promote the preservation and protection of the community's natural resources.

SOCIAL AND ECONOMIC DEVELOPMENT

CITY OF WOODBINE

- Encourage community support for police festivals.
- Explore opportunities to provide additional amenities, such as a dog park, etc. where appropriate and as needed.

GOVERNMENTAL RELATIONS

CITY OF WOODBINE

- Continue to maintain good working relationships with the County and surrounding municipalities.
- Cooperate and coordinate with adjacent jurisdictions on region wide issues, such as the expansion of the County building complex, jail services, etc.
- Explore additional opportunities to provide efficient delivery of services.
- Explore opportunities to coordinate with state agencies to provide efficient and effective service delivery to citizens.



DEVELOPMENT PATTERNS

CITY OF ST. MARYS

- Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community.
- Extend infrastructure or provide City services to development outside of City limits only when a customer base would support such extension.
- Annex all areas currently served or potentially served by City water and sewer, and ensure policies are in place that will promote return on investment for current and future facilities.
- Protect existing infrastructure investments by encouraging infill redevelopment, and compact development patterns.
- New land uses should protect the environment, preserve historical and cultural resources, and conserve meaningful open space.
- Assure that City-owned land and buildings are used for the optimal benefit of the community from both a service and financial aspect.
- Transportation Options that promote multi-modal transportation methodology; safe, reliable, and accessible sidewalks; and public vehicular and nautical transit options that can safely and efficiently accommodate the variety of vehicles and vessels in use by residents and visitors.
- Improve and maintain a transportation system that will implement the “Complete Streets” policy and minimize detrimental environmental impacts.
- Promote connectivity of the City’s road network by fostering a grid network of streets and multiple connections between subdivisions and commercial developments.
- Develop golf cart rules and regulations to ensure their safe use on City streets.
- Support and invest in opportunities to provide alternative modes of transportation, including public transit, for the City’s residents.
- Ensure safe and secure dockage and facilities for intracoastal and water trail transportation in partnership with nautical related businesses and other governmental authorities.
- Consider the impact on traffic flow for all new development or business, neighborhood expansions.
- Protect, enhance, and promote the City’s sense of place signature qualities, including the marshes and waterfront, access to Cumberland Island, and the warm, hospitable and friendly nature of the people of St. Marys.
- Encourage the revitalization of downtown and the waterfront as a vibrant gathering location for the community and its visitors that adds to the quality of life for all.
- Encourage the aesthetic improvement of the City’s commercial corridors.
- Encourage redevelopment of the Midtown area as a vibrant commercial center.

RESOURCE CONSERVATION**CITY OF ST. MARYS**

- Protect and promote the efficient and effective use of our community's natural, cultural and human resources.
- Consider impacts on infrastructure, environmentally sensitive areas and valuable historic, archaeological or cultural resources when making decisions regarding improvements for existing buildings as well as for new economic development projects.
- Encourage low impact development that preserves riparian buffers, the floodplain, natural topography, and existing vegetation of development sites.
- Ensure that residents, businesses and developers undertake improvements or new projects that are physically and visually consistent with the City's commitment to protection from floods or other natural disasters.
- Improve use of technology and technological upgrades for the provision of City services and the security of City records.
- Improve City processes to achieve efficiency, simplification and a sense of customer service.
- Support programs for the training and development of City staff in order to reduce the expense incurred through the use of external consultants.

SOCIAL AND ECONOMIC DEVELOPMENT**CITY OF ST. MARYS**

- Economic Development in St. Marys are indicated by supporting the development and expansion of businesses and industries that are suitable for the community, generate employment opportunities, and contribute to the vitality of the local, regional and national economy.
- Use economic incentives to both attract new businesses and industry and to encourage the expansion of existing business and industry.
- Encourage the redevelopment and enhancement of existing commercial and industrial areas within our community, including vacant or underutilized sites or buildings.
- Support increases in residential density in downtown St. Marys and adjacent to the Osborne commercial corridor in order to create a neighborhood residential base to support local retail businesses.
- Promote continued improvement in the efficiency and effectiveness of processes for permits and licenses.
- Undertake the annexation of unincorporated land both inside the City as well as land to the east of the City to extend and complete the natural uninterrupted boundaries of the City.
- Housing Opportunities that promote a healthy range of safe, affordable, inclusive, and resource efficient housing that meets the needs of all residents of the City.
- Encourage development of housing options that include affordable housing, assisted living and aging in place living.
- Incentivize infill housing development in neighborhoods where appropriate.
- Consider access to alternative modes of transportation when considering new residential development.
- Accommodate a diverse population by encouraging a compatible mixture of housing types, densities and costs in new neighborhoods.
- Encourage innovative yet visually consistent building options such as attached, semi-attached and detached buildings, as well as mixed-use buildings.

GOVERNMENTAL RELATIONS / REGIONAL COOPERATION

CITY OF ST. MARYS

- Foster an atmosphere of cooperation with neighboring jurisdictions as well as regional, State and federal agencies to address shared needs through adequate funding, legislation and technical assistance.
- Seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
- Work jointly with neighboring jurisdictions to develop solutions for shared regional issues.
- Pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions.
- Consult with the Navy and other public entities in our area when making decisions that are likely to impact them.
- Provide input to other public entities in our area when they are making decision that are likely to have an impact on our community or our plans for future development.

QUALITY COMMUNITY OBJECTIVES

3.3

DCA's Vision: Every Georgia community offers a quality of life where people and businesses can grow and prosper. This section is used as a guide to determine which Quality Community Objectives that Camden County and the cities of Kingsland, St. Marys, and Woodbine will seek to accomplish with future planning efforts and developments.

1. Economic Prosperity

Encourage development or expansion of businesses and industries suitable for the community.

Camden County and the cities of Kingsland, St. Marys, and Woodbine are located in the coastal region of the State of Georgia. The county is located just south of the Port of Brunswick, north of the Jacksonville ports, and is serviced by Interstate 95 and US Highway 17. The County is also the home of Naval Submarine Base Kings Bay, which is the economic engine of the county. The County and its three cities are working to diversify the local economy by recruiting more industrial and retail business to strengthen the tax base.

2. Resource Management

Promote efficient use of natural resources and identify and protect environmentally sensitive areas.

Camden County and its three cities contain coastal marshlands, waterways, and a variety of plants and animals that rely on these resources; thus it promotes efficient use of natural resources. The County and its three cities seek to further identify and protect significant cultural and natural areas.

3. Local Preparedness

Identify and put in place prerequisites for the type of future the community seeks to achieve.

The County and the cities of Kingsland, St. Marys, and Woodbine have identified Character Areas to provide guidance on the type of development and communities that they seek to achieve. The County and the three cities intend to update its zoning ordinances and subdivision regulations to manage development and redevelopment. The leadership and staff of the County and the three cities desire to maintain their capability of responding to opportunities and managing new challenges.

4. Efficient Land Use

Maximize use of existing infrastructure by encouraging redevelopment; designing new development to minimize the amount of land consumed; and, carefully planning expansion of public infrastructure.

The County and the three cities have identified potential areas in their respective jurisdictions for redevelopment. Camden County and its three cities have identified areas as having potential opportunity for commercial and/or industrial infill development. Additionally, the county and the three cities established goals for housing within their redevelopment areas which include eliminating substandard housing; encouraging quality infill development within established neighborhoods; creating affordable housing opportunities within the community; and, creating a diverse housing stock in terms of housing types and densities.

5. Sense of Place

Protect and enhance the community's unique qualities that are important to defining the community's character.

Camden County and the cities of Kingsland, St. Marys, and Woodbine contain unique features that add to a sense of place. The historic structures, surrounding wetlands, waterfront, marshland, and small town charm contribute to the identity of the area and should be embraced as part of what makes Camden County and its three cities vibrant, industrious, and healthy. To add to its sense of place, the County and its three cities continue their efforts toward the development of the area for tourism, business, retail, and commercial development.

6. Regional Cooperation

Cooperate with neighboring jurisdictions to address shared needs by actively participating in regional organizations.

The County and three cities of Kingsland, St. Marys, and Woodbine are connected with each other and are working together on many initiatives, including but not limited to, the development of this comprehensive plan. The shared history of the Georgia Coast has left a wealth of facts, events, and landmarks that help identify Camden County as a whole. The county and its three cities seek to further develop cooperative solutions for issues such as protection of shared natural resources and the development of a region wide bicycle network.

7. Housing Options

Promote an adequate range of safe, affordable, inclusive, and efficient housing in the community.

Camden County seeks to promote an adequate range of safe and affordable housing by encouraging development of a variety of housing types, sizes, and costs, and densities through the development of livable communities.

8. Transportation Options

The County and its three cities seek to address the transportation needs, challenges and opportunities of all community residents.

Camden County and its three cities of Kingsland, St. Marys, and Woodbine are committed to providing and improving mobility options through projects such as the East Coast Greenway and the proposed Three Rivers Trail project, which would connect Woodbine, Crooked River State Park, and the City of St. Marys. In addition, the construction of the Kingsland Bypass will assist greatly in evacuating residents outside of the County in the event of a natural disaster while also providing additional multi-use path opportunities.

9. Educational Opportunities

Camden County and the three cities seek to coordinate with local economic development programs to ensure an adequately trained and skilled workforce. The county and three cities have access to a number of colleges, including the Camden Campus of College of Coastal Georgia, as well as other universities, and technical training opportunities offered within the county. The county and the three cities seek to encourage the creation of more jobs for educated and skilled workers by working with these partners.

10. Community Health

Ensure community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and excellent work opportunities.

The World Health Organization defines a healthy city or community as “one that is safe with affordable housing and accessible transportation systems, work for all who want to work, a healthy and safe environment with a sustainable ecosystem, and offers access to healthcare services which focus on prevention and staying healthy.” A healthy community is also defined as one in which a diverse group of stakeholders collaborate to use their expertise and local knowledge to create a community that is socially and physically conducive to health.

4

LAND USE

- 4.1 Camden County Character Areas
- 4.2 Camden County Future Land Use
- 4.3 City of Kingsland Character Areas
- 4.4 City of Kingsland Future Land Use
- 4.5 City of St. Marys Character Areas
- 4.6 City of St. Marys Future Land Use
- 4.7 City of Woodbine Character Areas
- 4.8 City of Woodbine Future Land Use

CAMDEN COUNTY CHARACTER AREAS

4.1



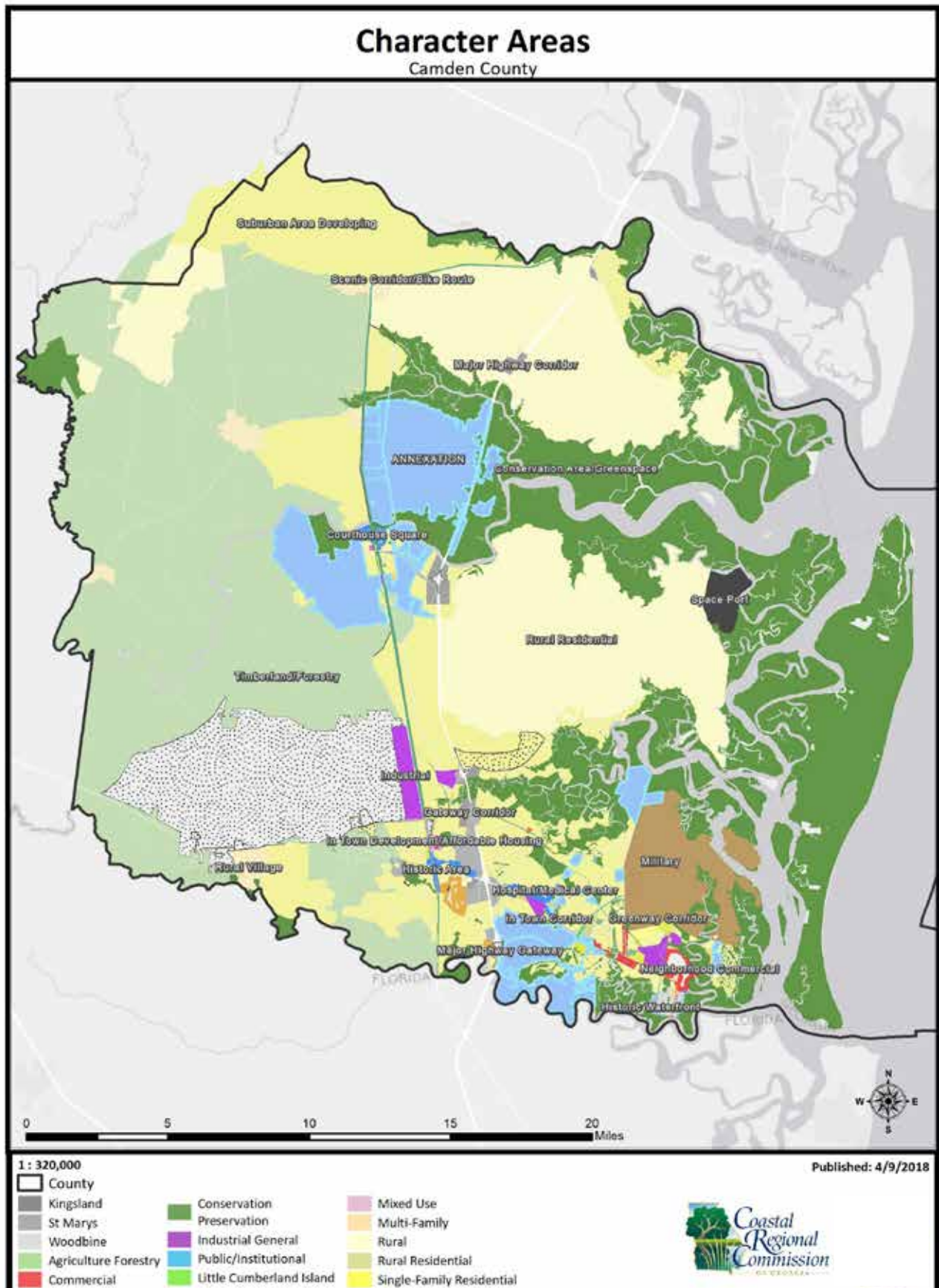
The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for Camden's unique sub-areas, districts, and neighborhoods. There are nine character areas in total.

Interpretation of the Character Area Map is provided in the supporting text to be considered along with the County's zoning, the Future Land Use map, and other local policies when decision-makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the County will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the County's vision. Where appropriate, statements for policy and goals are also established.

CAMDEN COUNTY CHARACTER AREAS

- | | |
|---|--|
| <ul style="list-style-type: none"> • Rural Residential • Conservation/Greenspace • Timberland/Forestry • Rural Village • Spaceport | <ul style="list-style-type: none"> • Industrial • Major Highway Corridor • Military • Scenic Corridor/Bike Route |
|---|--|



RURAL RESIDENTIAL

Character Area Description

The Rural Residential areas consists of undeveloped land likely to face development pressures for low density (one unit per two+ acres) residential development. Typically, these areas have low pedestrian orientation and accessibility, very large lot sizes, open space, and a high degree of building separation. In addition, these areas are often used for timber and forestlands. Timber/forestlands are located in the western part of the County, west of U.S. Highway 17.

Community Vision

The intent of this character area is to preserve and protect the County's rural character, accommodating limited development with consideration to local practices of forestry and silviculture.

Future Zoning Considerations

- AR** Residential Agriculture District
- R1** Single Family Residential District
- AF** General Agriculture Forestry District

Implementation Strategies

- Adopt a conservation subdivision ordinance.
- Modify subdivision regulations to require the preservation and protection of natural resources, including streams, wetlands, rivers, marshlands and timberlands.
- Provide incentives to developers to conserve open and greenspace in developments, linking together open space networks.
- Require landscaped buffers to separate uses where necessary to protect rural character.
- Conduct a feasibility study to consider the expansion or development of public facilities on County-owned property as needed.



CONSERVATION AREA / GREENSPACE

Character Area Description

The Conservation Area/Greenspace consists of natural features, views, coastal areas, floodplains, wetlands, watersheds, wildlife management areas, barrier islands, and other environmentally sensitive areas located throughout the County, including Cumberland and Little Cumberland Islands. Also, the areas along U.S. Highway 17 that have significant natural, cultural or historic features as well as areas designated as State Bike Route 95.

Community Vision

The vision for conservation areas is to preserve and protect the County's natural and cultural resources, native wildlife, scenic views, and coastal features; to ensure that the natural character of Camden County can be enjoyed now and in the future, encouraging recreational use and promoting the County's sense of place.

Future Zoning Considerations

CP Conservation Preservation District
LCI Little Cumberland Island District

Implementation Strategies

- Continue to identify niche economic opportunities, such as heritage and eco-tourism, creating strategies for market development.
- Continue to identify and survey natural and cultural resources.
- Continue to enforce relevant local and state protection laws.
- Create a zoning classification with standards to protect hammocks and marsh ecosystems.
- Continue to protect barrier islands through conservation easements or other restrictive covenants.
- Connect regional networks of greenspace and trails available to pedestrians and bicyclists.
- Adopt historic preservation ordinance to protect historic structures.
- Continue to coordinate with GDOT to provide 4-foot wide paved shoulders for bicyclists.



TIMBERLAND / FORESTRY

Character Area Description

Timberland and forestry are part of the County's natural area and contribute to the County's rural character and rich culture. These lands also provide secondary benefits such as open spaces, land, and cover for wildlife, maintaining air quality and providing for groundwater recharge.

Community Vision

The rural character and scenery found in timberland and forestry land represents an intrinsic quality of Camden County. It is the vision of the community to maintain viable agriculture as the backbone of a functioning network of working lands, open spaces, and natural areas.

Future Zoning Considerations

- AR** Residential Agriculture District
- AF** General Agriculture Forestry District

Implementation Strategies

- Limit potential conflicts between farms and residential subdivisions.
- Preserve large contiguous blocks of open space and natural resource areas such as recharge areas and wildlife habitat.
- Preserve areas for agricultural production by designating areas for rural residential development.



RURAL VILLAGE

Character Area Description

This character description is for areas located on U.S. Highway 17 or in the western part of the County along Georgia State Routes, including Burnt Fort, Kings Ferry, Tarboro, Waverly and White Oak. Primarily, these are commercial activity areas located at the intersection of highways with buildings in the center surrounded by open spaces.

Community Vision

The vision for this character area is to maintain the character of the County's rural villages as development pressures continue, protecting these commercial crossroads and promoting heritage tourism opportunities.

Future Zoning Considerations

- R1** Single Family Residential District
- CG** General Commercial District
- AR** Residential Agriculture District
- MHP** Manufactured Home Park District
- RVD** Recreational Vehicle & Travel Trailer Parks District
- AF** General Agriculture Forestry District

Implementation Strategies

- Identify potential niche economic activities, such as heritage tourism, and create appropriate strategies for local market development.
- Develop a marketing and promotional campaign to bring greater awareness of the County's abundant natural and cultural resources to a larger audience, including municipalities and local residents.
- Adopt a historic preservation ordinance.
- Adopt architectural and design guidelines to maintain and preserve rural character.
- Preserve, protect and promote properties of historic significance by seeking National Register designation.
- Adopt corridor overlay districts for prominent roads in the County to require the preservation of natural and resources.



SPACEPORT

Character Area Description

This character area encompasses land that is for the proposed for the Camden Spaceport project. This area is designed for companies/operations that seek to manufacture rocket related materials as well as launch rockets from the property. This area is for space travel related industries that wish to locate in Camden County.

Community Vision

The vision for this character area is That the property serves as the location for companies that wish to either manufacture rocket related materials and/or launch spacecraft. The site is intended to maximize Camden County's opportunities for obtaining business development in relation to the space industry within the state of Georgia.

Future Zoning Considerations

IG I-G/General Industrial District
IR I-R/Restricted Industrial District

Implementation Strategies

- Aggressively recruitspaceport related industries that have moderate to high growth potential and are a good fit for Spaceport Camden.
- Partner with local colleges to develop training programs based on employer input and needs.
- Continue to utilize all available tools and resources to enhance job opportunities, business recruitment and retention, and small business development.



INDUSTRIAL

Character Area Description

This character area encompasses the present and future industrial area of the county. This area is intended to provide for industrial, manufacturing, and warehousing operations.

Community Vision

To promote economic development and encourage job opportunities in the County; while maintaining appropriate buffers and environmental protections.

Future Zoning Considerations

IG I-G/General Industrial District
IR I-R/Restricted Industrial District

Implementation Strategies

- Continue to utilize all available tools and resources to enhance job opportunities, business recruitment and retention, and small business development.
- Coordinate with and continue support of local development organizations, such as the Chamber of Commerce and the Camden County Joint Development Authority.



MAJOR HIGHWAY CORRIDOR

Character Area Description

This area serves as the entrance or access point to Camden County and has areas that consist of developed and undeveloped land on both sides of the roadway. The land in this area consists of exit numbers 1, 3, 6, 7, 14, 22, and 26.

Community Vision

The physical and visual relationship of the roadway to its surroundings is a key factor in the aesthetics of the roadway. Without compromising safety, the vision is to maintain the visual rural character in a way that blends and complements since the view to and from this highway contributes to the perception of Camden County. This corridor also connects destinations in Camden County with high tourism potential.

Future Zoning Considerations

CI Interchange Commercial District
IR Restricted Industrial District

Implementation Strategies

- Encourage a variety of businesses which benefit from close proximity and serve the surrounding area.
- Adopt architectural and design overlay ordinances for important gateways and corridors into the community.
- Require the preservation of existing trees in landscaped buffers.
- Adopt and implement community appearance ordinances—landscaping guidelines, litter and design controls, corridor management, etc.
- Promote areas around exists for services and as gateway to the County.
- Link City centers to the highway corridor to encourage tourism to local downtown districts and waterfront areas.
- Concentrate new development around commercial nodes at major intersections.



MAJOR HIGHWAY CORRIDOR

Character Area Description

This character includes property that is owned and operated by Naval Submarine Base Kings Bay. A significant number of the County's workforce is employed with companies that are affiliated with operations at the base.

Community Vision

Promote partnership and cooperation with the Kings Bay SUBASE, plan for compatible land uses, and for the needs of transitioning military families.

Future Zoning Considerations

AF General Agriculture Forestry District

Implementation Strategies

- Develop and monitor compatible land uses around the Submarine Base.
- Coordinate with Naval Submarine Base Kings Bay on efforts to provide privatized housing for military families.
- Continue coordinated emergency planning efforts with the Submarine Base.



SCENIC CORRIDOR / BIKE ROUTE

Character Area Description

This area in Camden County's designated scenic highway consists of US 17 and the path of this byway lets visitors explore the diverse and marsh ecosystems found within the county.

Community Vision

The scenic byway designations offer opportunities to highlight outstanding assets and attract visitors to increase economic activity and benefits from tourism and recreation. The vistas from US Highway 17 boast sweeping marsh views, and majestic live oaks draped with Spanish moss.

Future Zoning Considerations

- CP** Conservation Preservation District
- R1** Single Family Residential District
- CN** Neighborhood Commercial District

Implementation Strategies

- Work closely with GDOT to ensure that the designated state route will include bike lanes, bike-able shoulders and wayfinding signage whenever possible.
- Encourage a variety of businesses which benefit from close proximity and serve the surrounding area.
- Create an interpretive map outlining areas of interest and the intrinsic qualities along the scenic route.



SUBURBAN AREA DEVELOPING

Character Area Description

This is where pressures for the typical types of suburban residential development are the greatest. These areas are likely to involve low pedestrian orientation, low traffic volume, and large open spaces.

Community Vision

The promotion of livable communities where residential and commercial uses coexist yet maintain a level of density that is appropriate and desired unincorporated parts of the community.

Future Zoning Considerations

- R1** Single Family Residential District
- PD** Planned Development District
- R2** Medium Density Residential District

Implementation Strategies

- Require developments to be master planned with mixed uses and pedestrian friendly design.
- Continue the use of architectural and design guidelines to maintain and preserve the County's character.
- Continue the use of overlay districts to improve landscape and design standards, with consideration to appropriate signage, etc.



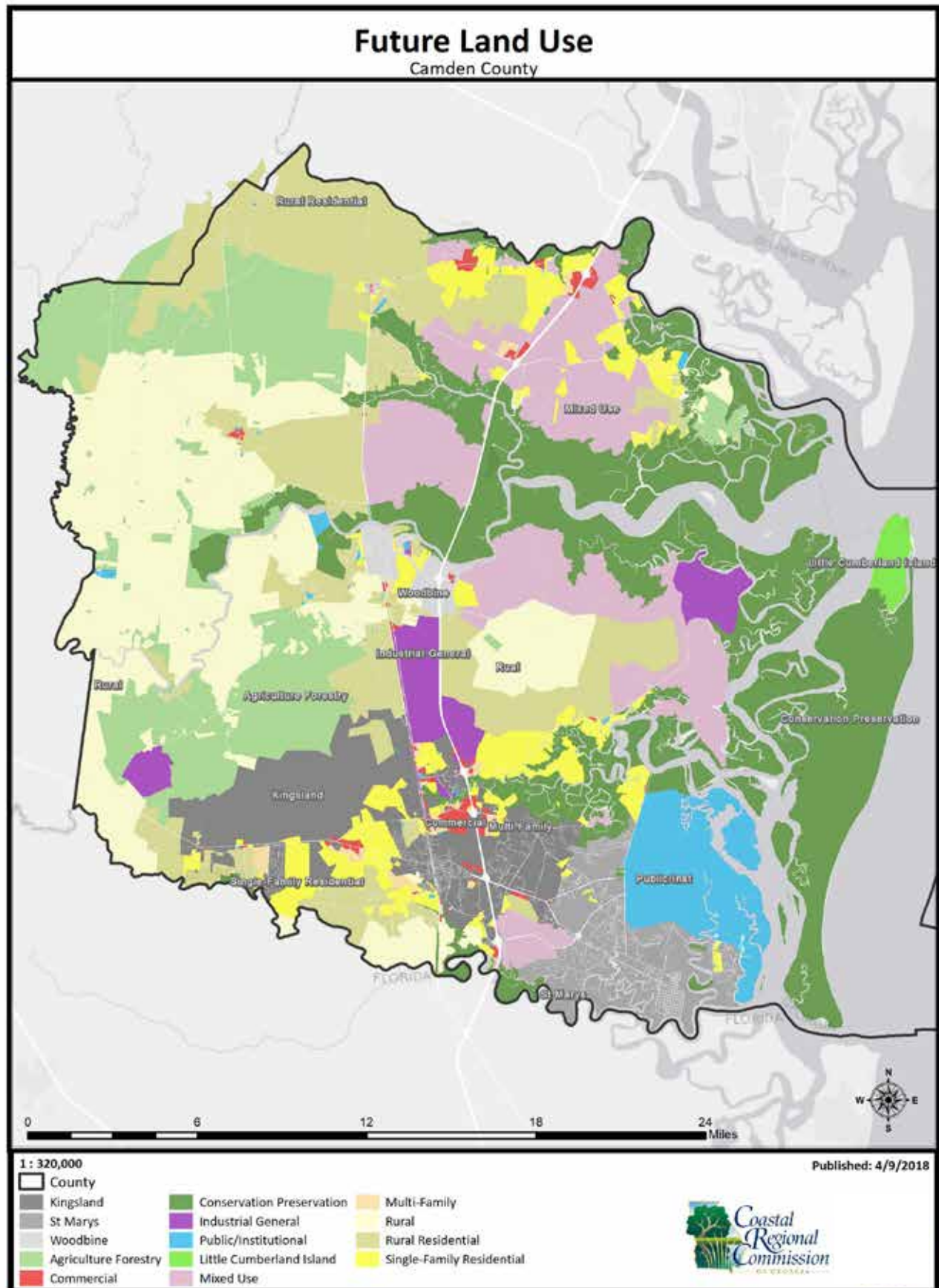
CAMDEN COUNTY FUTURE LAND USE 4.2

Future Land Use Map

The Future Land Use Map is a visual representation of the County's future land use.

Interpretation of the Future Land Use Map is provided in the supporting Future Land Use table.





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CAMDEN COUNTY LAND USE

DESCRIPTION	LAND USE
Commercial	
This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.	General Commercial District
	Interchange Commercial District
	Neighborhood Commercial District
Industrial	
This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.	General Industrial District
	Restricted Industrial District
Mixed Use	
This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses(or other objective measure of the combination), and the allowable density of the use.	Planned Development District
Public / Institutional	
This category includes certain state, federal, or local government uses, and Institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc.	
Conservation / Preservation	
This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.	Conservation / Preservation
Little Cumberland Island	
This category is intended to preserve the natural beauty of the area which possesses significant ecological significance.	Little Cumberland Island District

CAMDEN COUNTY LAND USE

DESCRIPTION	LAND USE
Residential	
The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.	Residential Agriculture District
	Single Family Residential District
	Medium Density Residential District
	Density Multifamily Residential Family District
	Manufactured Home Park District
	Recreational Vehicle & Travel
Agriculture	
<p>This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.</p> <p>This category is also for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.</p>	Residential Agriculture District
	General Agriculture Forestry District

CITY OF KINGSLAND CHARACTER AREAS 4.3



The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for Kingsland's subareas, districts, and neighborhoods. There are nine character areas in total.

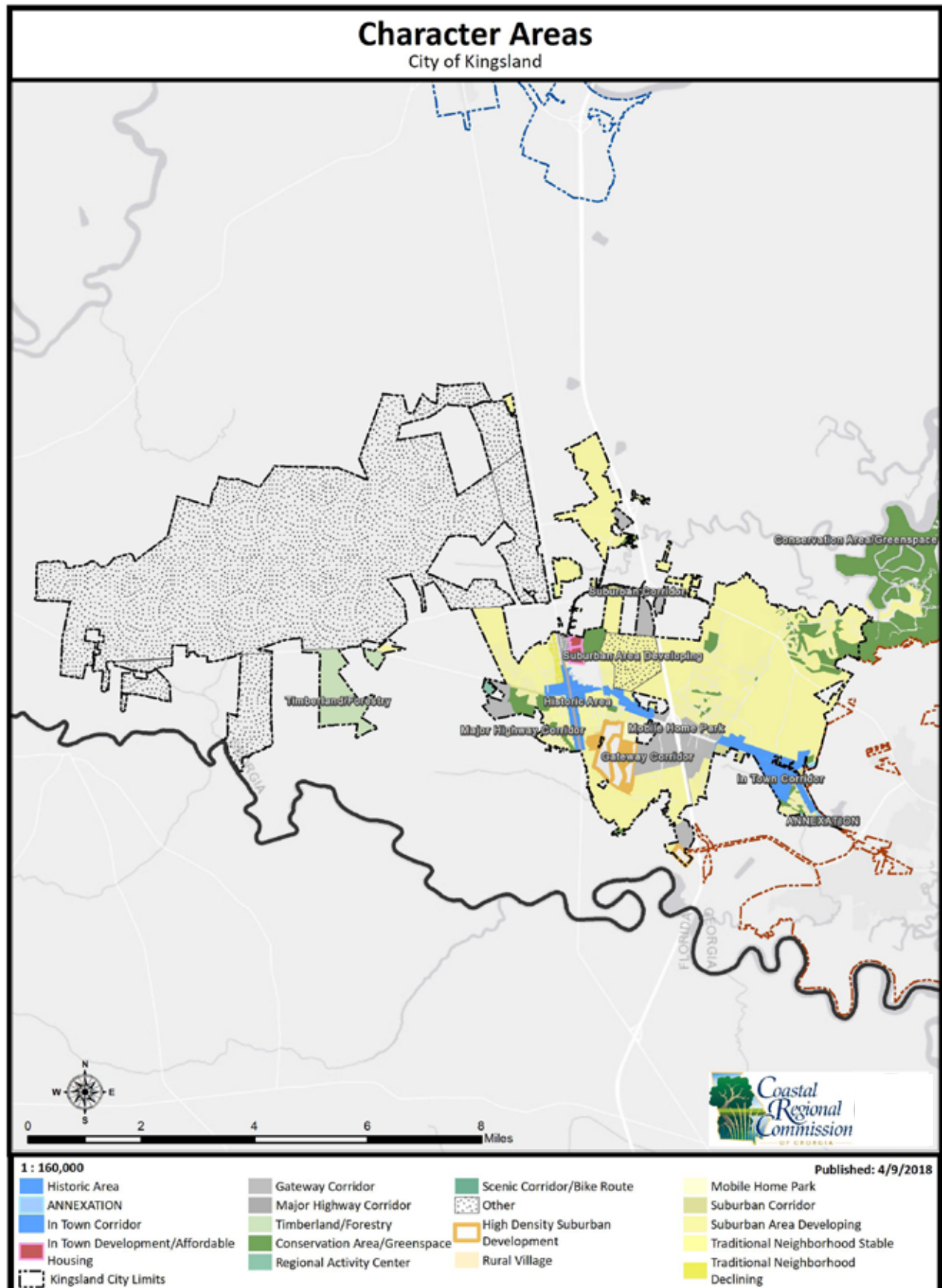
Interpretation of the Character Area Map is provided in the supporting text to be considered along with the City's zoning, the Future Land Use map, and other local policies when decision makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the City will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the City's vision. Where appropriate, statements for policy and goals are also established.

Kingsland's vision is further defined by the Character Area Map. The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land use that is in keeping with the community vision.

CITY OF KINGSLAND CHARACTER AREAS

- Commercial Areas
- Conservation Area
- Gateway Corridor
- Historic Areas
- Neighborhood Infill Area
- Suburban Developing Area
- Industrial



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COMMERCIAL AREAS

Character Area Description

This area largely consists of property along Georgia State Highway 40. The character area includes developed and undeveloped land on both sides of GA Highway 40, as well as designated high volume transportation facilities such as arterial and expressways. In addition, the property also consists of land of varying lot sizes and densities, multi-story structures and mid-rise buildings; some commercial and distribution oriented industries.

Community Vision

To encourage commercial development along the corridor that incorporates landscaping and design guidelines, creating a pleasing and aesthetic corridor leading into the downtown business district.

Future Zoning Considerations

- C1** Central Business District (CBD)
- C2** General Commercial District
- C5** Neighborhood Convenience Center District

Implementation Strategies

- Conduct evaluation of land development ordinances for consistency with Quality Community Objectives.
- Draft a small area/corridor plan for the area west of I-95 along Highway 40 toward downtown.
- Enhance the visual appearance of the corridor in order to generate a positive feeling about the experience of residing in and visiting the City.
- Create and implement corridor overlay districts and design guidelines for in-town corridor.
- Implement wayfinding signage system.
- Continue to Partner with Downtown Development Authority to promote programs and activities, further creating an identity for Kingsland.
- Provide bicycle and pedestrian facilities between businesses.
- Provide paved shoulders for breakdowns, bicycles and turn lanes.



CONSERVATION AREA

Character Area Description

The designated recreation and parks in Kingsland enhance the quality of life for residents through the provision of open space, parks and recreation facilities, special events, and cultural and entertainment opportunities. The conservation area primarily describes undeveloped natural lands and environmentally sensitive areas not suitable for development.

Community Vision

The vision for the parks/recreation area is to represent the recreational preferences of diverse residents by prioritizing community needs with recreational opportunities.

The vision for the natural lands is to control development within certain land, marsh, and water areas. The conservation areas serve as wildlife refuges, possess great natural beauty, and are of historical or ecological significance. The natural lands also provide outdoor recreation that serves the interest of residents, visitors and tourists.

Future Zoning Considerations

CP Conservation Preservation District

Implementation Strategies

- Promote the areas suitable for passive-use tourism and recreational destinations.
- Incorporate natural areas and unique ecological features into the park system.
- Adopt tree ordinance; seek designation as Tree City USA.
- Require the preservation of trees in buffers.
- Adopt River Corridor Protection ordinance.
- Adopt ordinances to protect environmentally-sensitive areas.
- Promote heritage tourism through partnerships.
- Continue to seek opportunities for incorporating bicycle and pedestrian amenities.



GATEWAY CORRIDOR

Character Area Description

This character area is on U.S. Highway 17, running north and south through the center of the City. Areas include single and multi-family units of varying lot sizes and densities; multi-story structures and mid-rise buildings; some commercial entrances to Kingsland along the routes of major highways such as Interstate 95 that provide entrance and access to the community.

Community Vision

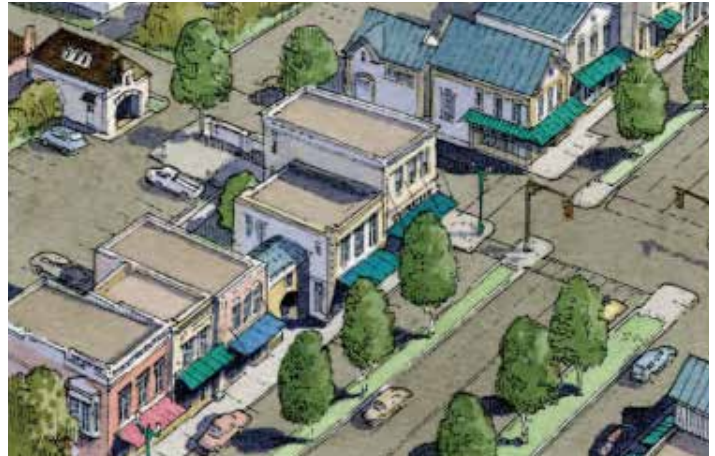
To promote commercial development and redevelopment through the heart of the City, while providing accessibility options and encouraging alternative modes of transportation; to create a sense of place and identity that characterizes the City.

Future Zoning Considerations

- C2** General Commercial District
- C4** Interchange Commercial
- CED** Commercial-Entertainment District
- CPLMU** Commercial-Planned Large Multi-Use District

Implementation Strategies

- Adopt landscaping and design guidelines for overlay corridors.
- Market unused buildings for redevelopment.
- Adopt tree ordinance; seek to regain status as Tree City USA.
- Increase restrictions on signage; implement wayfinding system.
- Consider drafting corridor management plan for I-95 west to U.S. Hwy 17.
- Consider drafting corridor management plan west of I-95 along Hwy 40 toward downtown.
- Consider drafting redevelopment plan for Exit 3.
- Consider drafting development plan for Exit 6.



HISTORIC AREAS

Character Area Description

This area is located in the center of downtown Kingsland along Georgia State Route 40 and US Highway 17. These areas contain the oldest housing stock in the City. The homes are generally in good repair and represent some of the best, or most unique, historical architectural features in the area. In addition, these areas contain developed lands with low to moderate intensification and transitional uses.

Community Vision

To preserve the historic character and integrity of the City's downtown residential district, promoting infill opportunities and redevelopment practices when necessary.

Future Zoning Considerations

- C1** Central Business District (CBD)
- C2** General Commercial District
- R1** Single Family Residential Districts
- R4** Single Family-Mobile Home

Implementation Strategies

- Promote rehabilitation efforts by providing appropriate incentives, such as tax credits.
- Maintain architectural integrity of existing historic homes through building permit review.
- Continue to coordinate with the Downtown Development Authority on activities.



NEIGHBORHOOD INFILL AREA

Character Area Description

These are areas located on the southeast and southwest side of U.S. Highway 17. These neighborhoods have well-maintained housing, high rates of homeownership, and off-street parking. Also, neighborhood located along U.S. Hwy 17 west and north of the downtown corridor. Additional areas include those located northeast of U.S. Hwy 17; as well as areas accessible from Georgia State Route 40 via East Boone Avenue—located west of I-95 near Exit 3. This area also includes developed lands with low-to-moderate intensification and transitional uses.



Community Vision

To maintain and improve quality of life and housing opportunities that currently exist in these neighborhoods; enhance connectivity and sense of community; and promote housing affordability for all income levels.



Future Zoning Considerations

- R1** Single Family Residential Districts
- R2** Low Density Residential District
- R3** Medium and High Residential District
- R4** Single Family-Mobile Home
- R5** Mobile Home Park
- R6** Single Family Large Tract Residential
- R7** Townhouse Residential District

Implementation Strategies

- Adopt ordinances that promote compatible uses at neighborhood centers.
- Consider acquiring property to provide pocket parks and public space.
- Improve streetscapes, parks and other public facilities.
- Maintain quality infrastructure and services; improve where necessary.
- Consider drafting small area plans for neighborhoods and infill development; specifically, MLK Boulevard and Orange Avenue.
- Inspect manufactured home parks regularly to maintain code enforcement.
- Demolish dilapidated mobile homes.
- Inventory vacant housing sites and City-owned property to identify sites for workforce housing.
- Consider providing incentives to develop alternatives for workforce housing.

SUBURBAN DEVELOPING AREA

Character Area Description

These are areas where pressure for suburban residential development are greatest due to the availability of water and sewer service. Without intervention this area is likely to evolve with low or no transit, high to moderate building separation, predominately residential with scattered civic buildings and varied street patterns. This area has varying lot sizes and densities, multistory structures and mid-rise buildings; some commercial and distribution-oriented industries.

Distribution centers to be located west of U.S. Highway 17 North in the property formerly known as Villages of Kingsland, as well as west of St. Marys.

Community Vision

The vision for this area is to promote livable communities where residential and commercial uses coexist; creating connectivity and walkability while promoting an appropriate mix of function, use and design.

Future Zoning Considerations

- R1** Single Family Residential Districts
- R2** Low Density Residential District
- PD** Planned Unit Development District
- MU** Mixed Use District
- IL** Wholesale and Light Industrial District
- C5** Neighborhood Convenience Center District

Implementation Strategies

- Enforce existing subdivision ordinances and zoning regulations.
- Modify subdivision regulations to require the preservation of sensitive natural areas.
- Increase landscape design standards.
- Adopt conservation subdivision ordinance.
- Enforce minimum lot sizes, limiting the use of variances.
- Require increased tree canopy coverage.
- Require developers, who meet certain size thresholds, to provide to provide pocket parks and recreational areas.
- Provide connectivity to schools and other bicycle and pedestrian facilities, where appropriate.



INDUSTRIAL

Character Area Description

This character area encompasses the present and future Industrial area of the city. This district is created to provide land for industrial, manufacturing, and warehousing operations. This area includes land in the County industrial park, which is located in City of Kingsland, and property located just west of US Highway 17 in the northwest section of the City.

Community Vision

The vision for the property in the character area of industrial property is to attract compatible and strategic opportunities, high wage jobs that provide private investment in the City of Kingsland.

Future Zoning Considerations

- IG** General Industrial District
- IL** Wholesale and Light Industrial District

Implementation Strategies

- Enhance workforce development by collaborating with business, industry, and planning of educational entities that provide necessary workforce skills.
- Continue to partner with the Camden County Joint Development Authority and other economic development state agencies on the recruitment of manufacturers which have moderate to high growth potential and a good fit for the community
- Partner with local colleges develop training programs based on employer input and needs.



CITY OF KINGSLAND FUTURE LAND USE

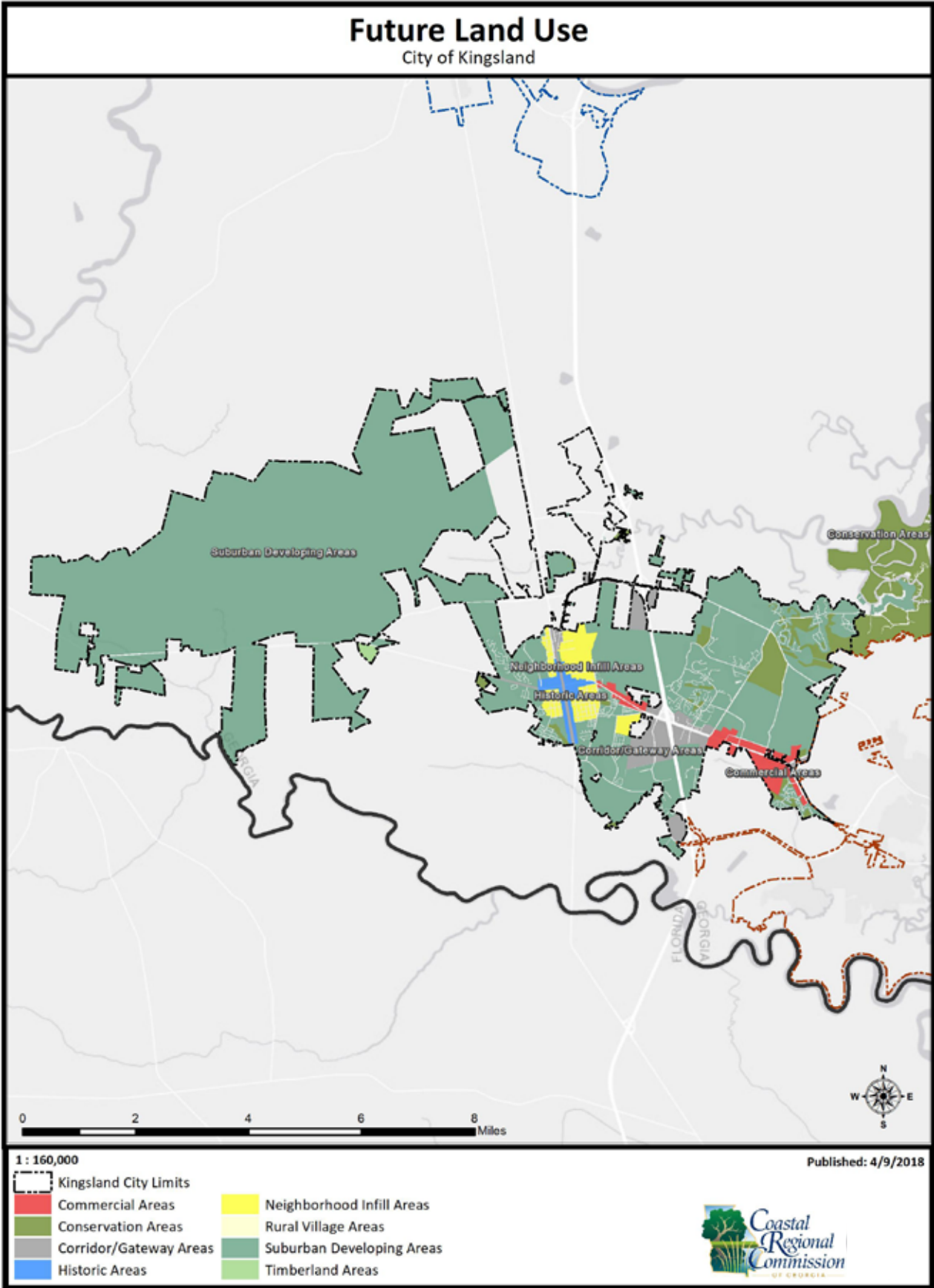
4.4

Future Land Use Map

The Future Land Use Map is a visual representation of the County's future land use.

Interpretation of the Future Land Use Map is provided in the supporting Future Land Use table.





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CITY OF KINGSLAND LAND USE

DESCRIPTION	LAND USE
Commercial	
This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.	Central Business District (CBD)
	General Commercial District
	Interchange Commercial
	Neighborhood Convenience Center
	Commercial-Entertainment District
	Commercial-Planned Large Multi-Use District
Industrial	
This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.	Wholesale and Light Industrial
	General Industrial District
Mixed Use	
This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses(or other objective measure of the combination), and the allowable density of the use.	Planned Development District
	Mixed Use District
Conservation / Preservation	
This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.	Conservation / Preservation

CITY OF KINGSLAND LAND USE

DESCRIPTION	LAND USE
Residential	
The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.	Townhouse Residential District
	Single Family Residential District
	Low Density Residential District
	Single Family-Mobile Home
	Mobile Home Park
	Single Family Large Tract
	Medium and High Residential District
Agriculture	
This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.	Forest Transition District

CITY OF ST. MARYS CHARACTER AREAS

4.5



The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for the City of St. Mary's subareas, districts, and neighborhoods. There are 12 character areas in total.

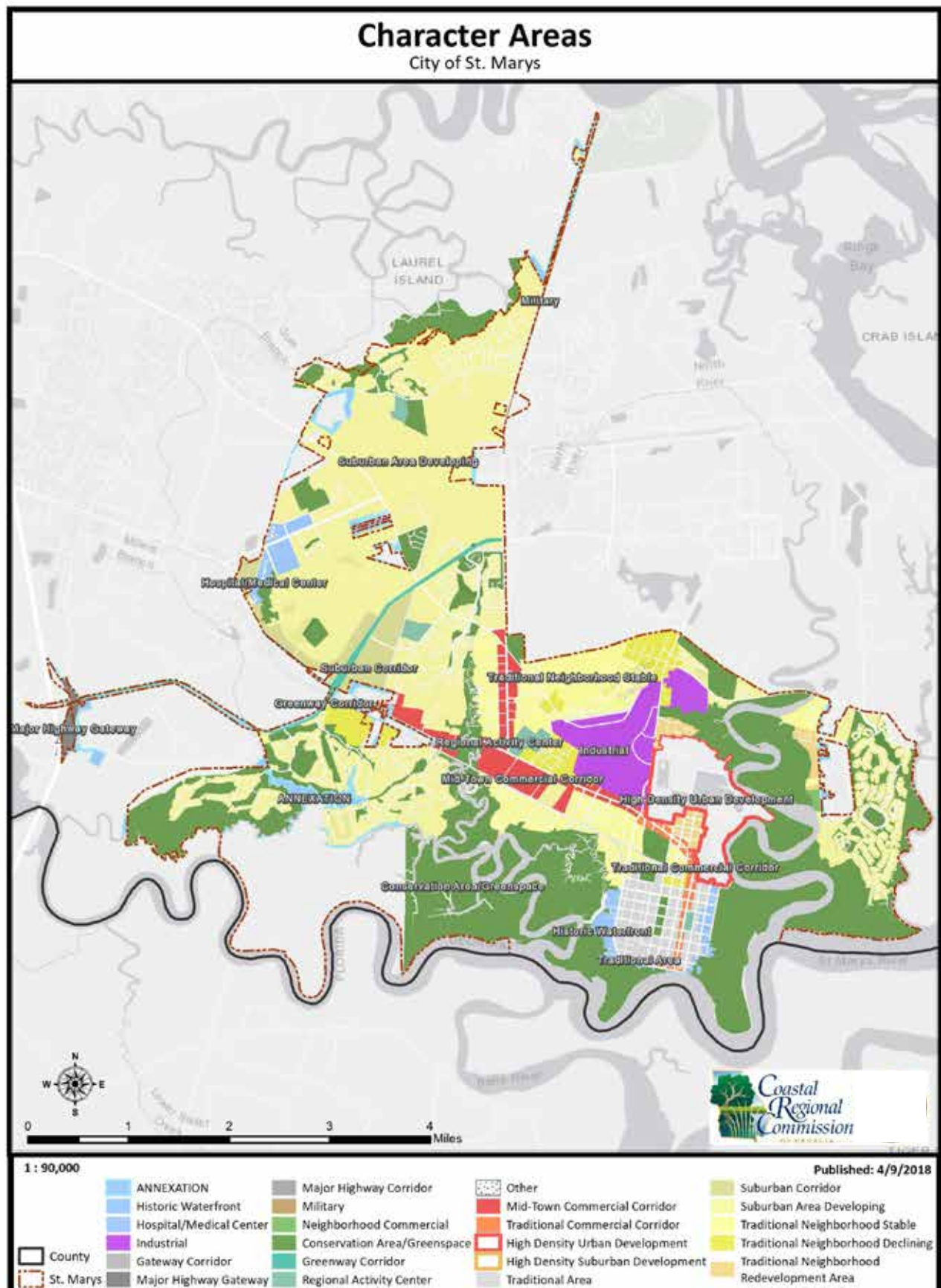
Interpretation of the Character Area Map is provided in the supporting text to be considered along with the City's zoning, the Future Land Use map, and other local policies when decision makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the City will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the City's vision. Where appropriate, statements for policy and goals are also established.

The City of St. Marys vision is further defined by the Character Area Map. The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land use that is in keeping with the community vision.

CITY OF ST. MARYS CHARACTER AREAS

- Conservation
- Developing Residential
- Downtown
- Inland Residential/Midtown Neighborhood
- Interstate Access Corridors
- Marshside Residential
- Midtown Renaissance
- Mixed Use Medical
- Multi-Use Development
- South Gate Revitalization Area
- SUBASE Kings Bay Transition Zone



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CONSERVATION AREA

Character Area Description

St. Marys and the surrounding region have a wealth of unique and extraordinary natural resources, which contribute to the quality of life for residents and visitors alike. This character area identifies environmental resources that should be preserved for low-impact recreation, multi-use trails, habitat protection, or conservation. This area may include sensitive habitats, coastal marshlands, cultural and recreational amenities.

Community Vision

The vision for this character area is that the Cumberland Island and the estuarine waterways in and around St. Marys that allow recreational access to the Intra-coastal Waterway and Atlantic Ocean provide major potential tourism attractions for St. Marys. These sensitive coastal resources should be preserved and protected and low-impact access should be provided where feasible.

Future Zoning Considerations

CP Conservation Preservation

Implementation Strategies

- Look for opportunities to provide more access to the coastal environment through the creation of greenways, multi-use trails, docks, boardwalks, and parks.
- Protect and secure important viewsheds within St. Marys.
- Adopt and develop funding mechanism to implement stormwater standards consistent with the Coastal Stormwater Supplement.
- Discourage development within designated flood zones or Special Flood Hazard Areas.
- Maintain natural character and promote conservation through the use of conservation easements.
- To the extent possible, create connectivity to greenspace by linking parks, undeveloped areas, and open spaces through a network of multi-use trails.



DEVELOPING RESIDENTIAL

Character Area Description

This character area addresses that area bounded by Winding Road, Colerain Road, and St. Marys Road. This area is largely undeveloped but is poised for future growth due to its proximity to the Navy Sub Base and Interstate 95. In many cases, subdivisions have already been platted, but development has not yet taken place. The City has an opportunity to plan for this future growth and encourage more traditional residential development patterns. The focus in this character area should be on a mix of residential densities, connectivity within the street pattern, multi-use transportation facilities, and amenities for the residents such as parks, multi-use trails, and neighborhood-scale commercial uses.

Community Vision

That this character area serve as potential sites for moderately-priced single family and multi-family housing in St. Marys.

Future Zoning Considerations

- R1** Single Family Residential District
- R2** Low Density Multifamily Residential District
- R3** Medium High Density Multifamily Residential District

Implementation Strategies

- New development and infill development should include a variety of housing types and densities.
- Future developments should be required to dedicate a certain percentage of their property to greenspace, including neighborhood parks, trails, and natural areas.
- Promote moderate-density, traditional neighborhood development.
- New development should be planned with mixed-uses, blending residential development with schools, parks, recreation, retail businesses and services, linked in a compact pattern that encourages walking and minimizes the need for auto trips within the subdivision.
- Encourage compatible architecture styles that maintain the regional character.



DOWNTOWN

Character Area Description

Character Area Description-Downtown St. Marys serves as a gateway to Cumberland Island National Seashore and is recognized as a welcoming family-friendly small town. This area includes the St. Marys Historic District, which is listed on the National Historic Register, surrounding residential neighborhoods, and the commercial corridor of Osborne Road, east of the Point Peter Road intersection. The downtown includes the City's working waterfront on the St. Marys River, a public event venue and park, and ferry access to Cumberland Island. In addition, the waterfront gives recreational boaters' access to the Atlantic Ocean and the intra-coastal waterways. The Downtown area of St. Marys has its own character with the potential to attract future tourism and enhance the sense of place within the City.

Community Vision

That more restaurants, entertainment and retail opportunities in the downtown and to increase residential density in the downtown area to support various desired commercial uses. To ensure that there is adequate parking to support waterfront events.

Future Zoning Considerations

- C1** Commercial
- R1** Single Family Residential District
- R2** Low Density Multi-Family Residential



Implementation Strategies

- Review the recommendations of the Downtown St. Marys Strategic Vision and Plan and adopt those recommendations that are consistent with the Master Plan.
- Encourage adaptive reuse of historic structures.
- Require infill development and redevelopment to be compatible in terms of architecture, mass, scale and lot location with the existing neighborhood.
- Develop public docks and encourage private marina upgrading.
- Improve aesthetics in the waterfront area.
- Establish and build a hospitality development on the Gateway property.
- Permit residential homeowners to have cottages or furnished rooms over garages (FROG).
- Require architectural standards that preserve the historic fabric of the neighborhood.
- Residential infill development should support the commercial core by including higher density housing options, such as upstairs residential, multi-family town homes, apartments and condominiums.
- Consider reductions in minimum residential lot sized to achieve increased densities.
- Encourage a mix of retail, office, services that provide for the daily needs of residents and visitors.
- Streetscapes should be pedestrian-oriented, with walkable connections.
- Road edges should be clearly defined by locating new or rehabilitative construction at roadside with parking in the rear.
- Develop ordinances that better define and protect historic properties from demolition and encourage rehabilitation.
- Historic properties should be maintained or rehabilitated/restored according to the Secretary of the Interior's Standards for Rehabilitation.
- Preserve the oak canopy through tree protection and replacement programs.



INLAND RESIDENTIAL / MIDTOWN NEIGHBORHOOD

Character Area Description

This area includes a variety of residential subdivision development patterns. The area east of Dark Entry Creek typically has smaller lot sizes, and homes there have a higher orientation to the street, with shorter front yard setbacks, front porches, sidewalks, and street trees. West of Dark Entry Creek residential development is more consistent with the more recent development patterns found in the Marshside Residential area. Redevelopment and infill development should be consistent with existing development and maintain the grid street pattern and sidewalk network, where appropriate. Neighborhood-scale commercial and civic uses are appropriate within this area to provide residents better access to services and retail. Future development should be designed to encourage pedestrian, bicycle and golf cart travel.



Community Vision

To address the sense of isolation due to the lack of connection to other areas of St. Marys other than by automobile, the lack of youth oriented supervised recreational and after school facilities, and the existence of food deserts.

Future Zoning Considerations

C2 Highway Commercial District

R1 Residential Low Density

Implementation Strategies

- Preserve and continue grid street pattern, where feasible.
- Encourage infill development that is consistent in architectural style, mass, and scale with existing homes.
- Provide multi-modal connectivity to St. Marys Middle School and Midtown Renaissance area.
- Provide pocket parks where appropriate.
- Reinforce stability of area by encouraging more homeownership and maintenance or upgrade of existing properties.
- Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing.
- Allow neighborhood-scale commercial development & activities at suitable locations, e.g. restaurants, grocery store, hardware store, and similar appropriately-scaled retail establishments serving neighborhood residents.
- Provide pedestrian and bicycle connections to permit residents to walk/cycle to destinations in the area.



INTERSTATE ACCESS CORRIDORS

Character Area Description

This represents the I-95 Exit 1 area and extends along St. Marys Rd to the intersection with State Route 40. It also includes the Hwy 40 Corridor between the Kings Bay Road intersection and Dark Entry Creek Bridge. These corridors are the primary entrances to the City of St. Marys. Focus along these corridors should include landscaping and improved signage to let residents and visitors know that they have arrived in St. Marys. St. Marys Road serves as a main evacuation route for St. Marys and SUBASE Kings Bay. The Hwy 40 corridor is likely to face future commercial development pressure due to the expansion of existing development in Kingsland to the west.

Community Vision

The vision for the area includes effective and attractive signage at the exits which will be able to direct both commercial and recreational visitors to St. Marys. The vision also desires that Exit 1 provide an attractive or inviting entry into Georgia in order to encourage visitors to stop off.

Future Zoning Considerations

C2 Highway Commercial District

Implementation Strategies

- The Exit 1 Visitor Center provides an opportunity to showcase St. Marys and encourage tourists to visit St. Marys.
- Work with state government officials to improve the State Visitors' Center and redesign Exit 1 to better handle the commercial traffic coming on and off the interstate.
- Implement a signage and landscaping plan at the intersection of Hwy 40 and St. Marys Road.
- Look for opportunities to provide city services and annex undeveloped land on either side of the St. Marys Road corridor.
- Maintain a natural vegetation buffer (at least 50 feet in width) along the St. Marys Road corridor.
- All new development should be set-back behind this buffer, with access roads, shared driveways or inter-parcel road connections providing alternate access to these developments reducing curb cuts and traffic on the main highway.
- Encourage landscaped, raised medians to provide vehicular safety, aesthetics, as well as a pedestrian crossing refuge.
- Provide pedestrian facilities/sidewalks behind drainage ditches or curb.
- Where possible, provide paved shoulders and/or bicycle lanes that can be used by bicycles or as emergency breakdown lanes.
- Manage access and keep traffic flowing by using directory signage to developments.
- Prohibit the addition of any new billboards.



MARSHSIDE RESIDENTIAL

Character Area Description

These are established residential areas with similar post-1960 suburban development patterns, including curvilinear streets, larger single family lots, limited pedestrian orientation, and large front setbacks. Many of these areas were developed under a Master Plan or as a planned subdivision.

These areas may contain onsite amenities for residents of the community, water access, and view sheds of the marsh. There is a high percentage of undeveloped lots within this area, so future development should focus on infill housing that is consistent with the existing neighborhood fabric and makes efficient use of existing infrastructure and the large undeveloped lot inventory.

Community Vision

That incorporated islands within the New Point Peter subdivision be annexed into the City. As noted in the City of St. Marys Master Plan, there are properties within this area not served by St. Marys water and sewer infrastructure.

Future Zoning Considerations

- PD** Planned Development
- R1** Low Density Single Family Residential
- R2** Moderate Density Residential

Implementation Strategies

- Encourage infill development on existing lots served by City water and sewer.
- Require new subdivisions to tie in to public water and sewer.
- Convert private wells and septic systems to public water and sewer service.
- Infill development should be consistent with the character and Master Plan for development.
- Protect and preserve natural resources in these areas, including wetlands and coastal marshlands
- Larger lots and less dense residential development is appropriate in these areas.
- Provide neighborhood focal points by locating community centers, or well-designed small commercial activity centers at suitable locations within walking distance of residences.



MIDTOWN RENAISSANCE

Character Area Description

This area has the potential to be redeveloped as a commercial center for the City of St. Marys. Centrally located, this area sits at the crossroads of Hwy 40, Osborne Street, and Charlie Smith Jr. Highway and currently includes an underutilized shopping center as well as an aging and aesthetically unappealing warehouse/office building. This area includes a commercial corridor from the shopping center north to the SUBASE and east on Osborne Street to the downtown district. Development should focus on restaurants, services, neighborhood-scale commercial establishments, and family-friendly activities. Aesthetic improvements are needed to provide an attractive environment for shoppers, and multi-modal connections to residential areas should be provided where feasible. The orientation of the buildings along this corridor should be to the road, with parking largely on the sides or behind the building. Architectural standards for future development and façade renovations for existing structures is recommended. With appropriate planning and investment, this area could become a shopping destination, providing retail, restaurant, and entertainment opportunities for the residents of and visitors to St. Marys.

Community Vision

To provide more family friendly activities within St. Marys and to provide more diverse retail opportunities.

Future Zoning Considerations

C2 Highway Commercial and Community District



Implementation Strategies

- Establish architectural standards for development and redevelopment along this corridor.
- Encourage redevelopment and infill commercial development along this corridor.
- Improve the safety and aesthetics of the area through streetscaping (i.e. median islands, landscaping, street lighting, and signage.)
- Regulate commercial signage along this corridor.
- Discourage single-family residential uses and prohibit the intrusion of industrial uses along this corridor.
- Allow a diverse mix of higher-density housing types, adjacent to the commercial development, including multi-family townhomes, apartments, lofts, and condominiums.
- Encourage the private development of family-friendly activities along this corridor, such as indoor sporting venues, bowling/gaming, skating, etc.
- In cooperation with the owner, encourage redevelopment of the Kings Bay Mall area through a master-planned concept. Retrofit this property to be more marketable through the addition of more commercial structures, office space, pedestrian amenities, and landscaping.
- Upgrading the appearance of existing older commercial buildings with façade improvement, new architectural elements, or awnings.
- Providing pedestrian and bicycling amenities, including covered walkways, benches, lighting and bicycle racks.



MIXED USE MEDICAL

Character Area Description

The Medical Activity Center includes the Southeast Georgia Health System and is bounded by St. Marys Road, Colerain Road, and Kings Bay Road. Future development should focus on medical services and other uses that promote wellness and community health, including senior and assisted living housing, greenspace and recreational facilities, and commercial development consistent with these uses.

Community Vision

To continue to develop aging in place services to serve as aging population to assist many residents that are currently traveling to Jacksonville or Brunswick for needed medical services. It is the desire of the City that this area provide a central location for medical and aging services.

Future Zoning Considerations

- C2** Highway Commercial and Community District
- C3** Office Apartment
- R1** Residential Low Density
- PD** Planned Development District

Implementation Strategies

- Encourage aging in place resources and facilities, including retirement developments, assisted living housing, parks, activities, retail, and medical services.
- Encourage planned development or “campus-style” medical developments.
- Work with private developers to build tax credit senior housing.
- Use landscaping and buffers to separate adjacent use and screen unattractive areas such as parking lots.
- Encourage greater mix of uses (such as retail and services to serve hospital employees and residents of senior housing) to reduce automobile reliance/use.



MULTI-USE DEVELOPMENT

Character Area Description

This area includes the airport site, the Mill Site, and adjacent industrial parks. A mix of commercial, public/institutional and clean industrial uses should be promoted in this area with appropriate consideration for the surrounding neighborhoods. This area provides the best opportunity for job creation within a range of employment sectors that would expand and diversify the economy of St. Marys. Protection of sensitive environmental resources, including the Rookery, and low impact on adjacent residential areas must be an essential element of any future redevelopment.

Community Vision

That the City assure permanent protection of environmentally sensitive area within the Mill Site which would be consistent with the conditions imposed when the Mill Site was rezoned.

Future Zoning Considerations

IA Airport Industrial

PD Planned Development District

Implementation Strategies

- Encourage the redevelopment of underutilized industrial sites to provide a variety of employment opportunities within St. Marys.
- Establish and implement stormwater standards within this district that are consistent with the Coastal Stormwater Supplement.
- Development within this area should be master-planned with appropriate architectural and design standards.
- Encourage the location of light industrial and clean/green manufacturing industries within industrial areas.
- Allow for and encourage supporting commercial uses to buffer the industrial development from surrounding neighborhoods and to support the employers/employees at the industrial facilities.
- Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Incorporate signage and lighting guidelines to enhance quality of development.
- Use buffers to separate adjacent but different uses.
- Assure permanent protection of environmentally sensitive areas.



SOUTH GATE REVITALIZATION AREA

Character Area Description

This area represents property and neighborhoods that have been directly and indirectly impacted by the closing of the South Gate access to SUBASE Kings Bay. There is opportunity for residential and commercial redevelopment and infill development within this area. Development within this area should focus on providing a mix of residential densities, and improving public transportation access from the neighborhood to retail, services, and schools in the area.

Community Vision

That South Gate at the Naval Base be reopened and that the pedestrian/bicycle networks be developed as well to increase transportation options.

Future Zoning Considerations

- C1** Central Business District
- C3** Office Apartment District
- R1** Single Family Residential District
- R2** Low Density Residential District
- R3** Medium & High Density Multifamily Residential District
- R4** Single Family Residential District
- R5** Townhouse Dwelling District

Implementation Strategies

- Continue discussions with the Navy to see whether it might be possible to reopen the South Gate for a two to four-hour period to allow easier access to downtown during the lunch hour.
- Work with Coastal Regional Transit to improve public transportation services this area.
- Provide access to alternative forms of transportation and connections to the other commercial areas of the City.
- The redevelopment strategy for the area should focus on preserving and rehabilitating what remains of the original housing stock, while encouraging neighborhood type residential development on the remaining land.
- Public grants and private investment should be focused where needed to foster redevelopment and stabilization of the community.
- Encourage apartment complex owners to maintain and upgrade rental properties.
- Strong pedestrian and bicycle connections should be provided to enable residents to walk/cycle to work, shopping, or other destinations in the area.



SUBASE KINGS BAY TRANSITION ZONE

Character Area Description

SUBASE Kings Bay occupies about 16,000 acres of land, of which approximately one quarter are protected coastal marshlands. Georgia State Law O.C.G.A. § 36-66-6 requires a 3,000-foot buffer zone around the boarder of any military installation, including the SUBASE, to address issues related to security and land use directly adjacent to it. Zoning and land use decisions within this buffer area with the potential to affect military operations must be coordinated with the SUBASE. The Camden Kings Bay Joint Land Use Study, completed in 2014 through a partnership between the Navy, Camden County, and the cities of St. Marys, Woodbine, and Kingsland, identifies potential development that could occur within this buffer area, as well as the uses that are consistent with the vision and goals of both the SUBASE and surrounding communities.

Community Vision

That the City work with the SUBASE to ensure that current or proposed civilian uses do not conflict with operations.

Implementation Strategies

- Develop overlay district standards to require Naval review of development applications within the Transition Zone.
- Engage with the Navy to assure that civilian use of the St. Marys River, intracoastal waterway, and its tributaries does not conflict with SUBASE operations.



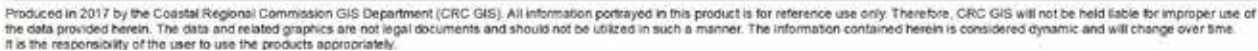
CITY OF ST. MARYS FUTURE LAND USE 4.6

Future Land Use Map

The Future Land Use Map is a visual representation of the County's future land use.

Interpretation of the Future Land Use Map is provided in the supporting Future Land Use table.





CITY OF ST. MARYS LAND USE

DESCRIPTION	LAND USE
Commercial	
This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building.	Central Business District (CBD)
	Highway Commercial District
	Office-Apartment
Industrial	
This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.	Light Industrial District
	General Industrial District
	Airport Industrial
	Waste Management District
	Port of St. Marys Planned Development District
Mixed Use	
This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses (or other objective measure of the combination), and the allowable density of the use.	Planned Development District
	Maritime Heritage District
Conservation / Preservation	
This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.	Conservation / Preservation

CITY OF ST. MARYS LAND USE

DESCRIPTION	LAND USE
Residential	
The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.	Single Family Residential District
	Low Density Multifamily Residential District
	Medium High Density Multifamily Residential District
	Single Family-Residential
	Manufactured Housing
	Townhouse
	Recreational Vehicle and Travel Trailer Parks District
Agriculture	
<p>This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.</p> <p>This category is also for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.</p>	Agriculture-Forestry

CITY OF WOODBINE CHARACTER AREAS 4.7



The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for the City of Woodbine subareas, districts, and neighborhoods. There are 11 character areas in total.

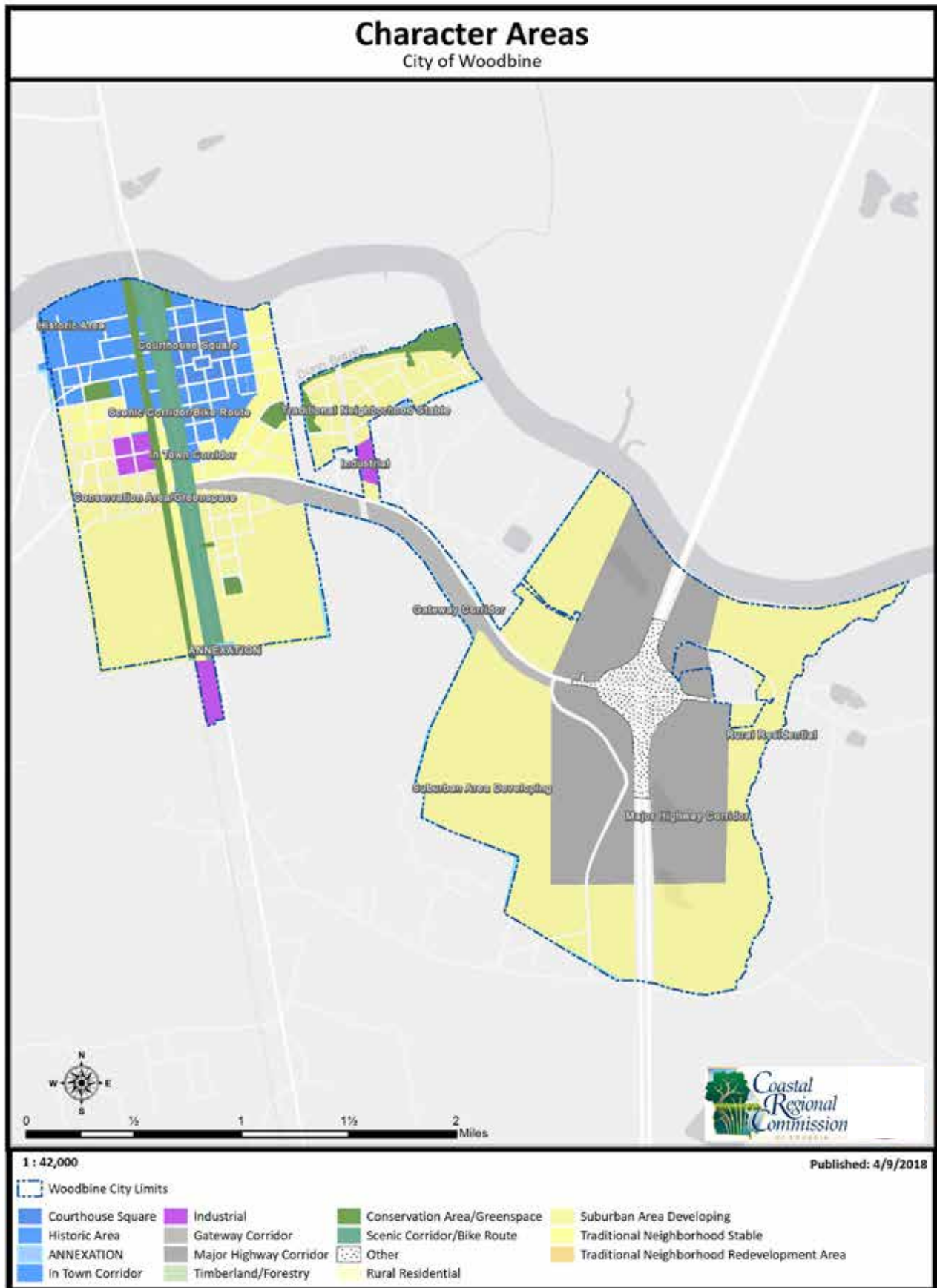
Interpretation of the Character Area Map is provided in the supporting text to be considered along with the City's zoning, the Future Land Use map, and other local policies when decision makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the City will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the City's vision. Where appropriate, statements for policy and goals are also established.

The City of Woodbine's vision is further defined by the Character Area Map. The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land use that is in keeping with the community vision.

CITY OF WOODBINE CHARACTER AREAS

- Agriculture
- Conservation/Greenspace
- Courthouse Square
- Gateway Corridor
- Historic Area
- In Town Corridor
- Industrial
- Major Highway Corridor
- Scenic Corridor/Bike Route
- Suburban Area Developing; and
- Traditional Neighborhood



AGRICULTURE AREA

Character Area Description

Agricultural land that is an important part of Woodbine's natural area, yet its role is limited to agricultural lands and Silviculture along the Interstate 95 corridor. Through best management practices agricultural uses will have a role in keeping and maintaining natural resources.

Community Vision

That future development of this promote wide use and protection of basic soil and water resources helps to achieve practical water quality goals and maintain viable agriculture. Viable agriculture is the backbone of maintaining a functioning network of working farmland, open space, and natural areas. A range of strategies should be used to ensure the value of these areas within the region.

Urban development should be directed to those areas least desirable for agriculture based on factors of soil, slope, water, wind, and location.

Investments in infrastructure improvements should be directed into existing urban areas in order to increase urban population capacities and to avoid positioning agricultural lands for development.

Future Zoning Considerations

AF General Agriculture Forestry District

Implementation Strategies

- Preserve areas for agricultural production by designating areas for rural residential development.
- Limit potential conflicts between agriculture and residential subdivisions.
- Adopt Transfer of Development Rights (TDR) and Purchase of Development Right (PDR) or Planned Resource Districts (PRD) for agricultural lands ordinances.



CONSERVATION AREA / GREENSPACE

Character Area Description

Areas that provide availability of natural, open, and green spaces, in conjunction with well planned, well promoted cultural and historic resources and well-placed urban centers speaks to the quality of life. The area also includes land for Greenway linkages serve as outdoor recreation for biking, walking, and jogging. In addition, the area for green infrastructure encourages the creation of transportation corridors and connections, which can foster ecotourism, tourism and outdoor recreation.

Community Vision

That the property provide the ideal location for parks/preserves, managed networks of natural lands, working landscapes, other open spaces that conserve ecosystem values and functions, agricultural working lands, trails and other recreational features, and cultural/historic sites.

Future Zoning Considerations

CP Conservation/Preservation
(Camden County Zoning)

Implementation Strategies

- Preserve scenic vistas and natural ecological features
- Promote conservation easements and other incentives for natural space preservation
- Work towards establishing green infrastructure planning as the first step in the land-use planning and design process.
- Identify the key physical, natural, ecological, landscape, historical, access and recreational assets that contribute to the functionality of the green infrastructure network.
- Coordinate green infrastructure planning with planning for gray infrastructure — roads, bike trails, water, electric, telecommunication and other essential community support systems.
- Identify new and enhanced assets required to improve the functionality of a green infrastructure network including opportunities for landscape and habitat enhancement, and the provision of new green spaces and green links.
- Provide guidance such as Green Growth Guidelines (G3) for developers and planners on the integration of green infrastructure into development plans.
- Provide a strategic framework for the implementation of a connected and multi-functional green infrastructure network of wildlife sites, public open spaces and green links with mapping and analysis.



COURTHOUSE SQUARE

Character Area Description

The area that surrounds the Camden County Courthouse serves as a reminder of the important functions that take place in the building.

Community Vision

That future development in this area will continue to contribute to Woodbine's 'sense of place' as the Camden County seat of government.

Implementation Strategies

- Maintain architectural integrity of existing historical homes.
- Encourage mixed use of residential/professional.
- Create a Courthouse Square Overlay District.



GATEWAY CORRIDOR

Character Area Description

The land in this character area is located on Spur 25 from Interstate 95 serves as the gateway into downtown Woodbine. Gateways play an important role in the movement of goods. Gateways announce to a visitor or resident that they are entering the city and contribute to the overall image of Woodbine, its quality of life, and can encourage investment and economic activity.

Community Vision

That the City use cohesive architectural design and streetscaping define gateways to Woodbine. Unifying design features such as way-finding signage link gateways to Woodbine. It is the desire of the City to ensure future development is preserve and enhance attractive natural and man-made vistas to contribute towards a positive impact.

Implementation Strategies

- Recognize the importance of gateways in shaping perceptions of Woodbine.
- Require new public and private investment/development adjacent to the corridor consists of high-quality architecture and materials.
- Prohibit billboards at gateway locations along the corridor within Woodbine.
- Avoid strip mall, “big-box” stores
- Maintain a landscape buffer between the roadway and development incorporating natural vegetation
- Preserve scenic vistas and natural ecological features.



HISTORIC AREA

Character Area Description

The area provides the cultural landscape for Woodbine as well as the important elements of education, tourism development, boosting economic development, and promoting a quality of life.

Community Vision

That future infill and redevelopment should be mindful that historic area enrich civic life and add value on many levels to the community.

Implementation Strategies

- Provide education on the value of preserving historic sites from demolition.
- Maintain architectural integrity of existing historic buildings through an architectural review board.
- Provide education on maintaining the character of Woodbine through the use of Historic Design Guidelines and provide on-going education on how guidelines function.
- Encourage compatible infill.



INTOWN CORRIDOR

Character Area Description

This area corridor is located from the south city limits to 7th Street and from 3rd Street to north city limits. The corridors announce to a visitor or resident that they are entering the city and contribute to the overall image of Woodbine and its quality of life; and can encourage investment and economic activity.

Community Vision

That future development in this corridor is designed to preserve and enhance attractive natural and man-made vistas to contribute towards a positive image of the City of Woodbine.

Implementation Strategies

- Create way-finding signage guiding visitors to downtown and scenic areas.
- Create streetscape enhancements.
- Enact design guidelines for new development.
- Provide access for pedestrians and bicycles.
- Coordinate bike/pedestrian facilities with transit stops.
- Adopt shared parking regulations.



INDUSTRIAL

Character Area Description

A defined area west of US Highway 17 between 7th and 11th Street at the south end of Woodbine created industrial businesses to carry out their operations such that no nuisance is created or apparent.

Community Vision

That this area provides opportunity for manufacturing, processing, assembly, and distribution; further, the zone is an important area for the economic viability of Woodbine.

Future Zoning Considerations

- I1 Light Industrial District
- I2 General Industrial District

Implementation Strategies

- Prepare targeted marketing strategy for the desired type of industry.
- Encourage mix of business/industry uses.
- Incorporate community plans for the strategic use of land for manufacturing and distribution while recognizing and respecting natural resources.



MAJOR HIGHWAY CORRIDOR

Character Area Description

This area is adjacent to Exit 14 interchange with Interstate 95. Interchanges are essential components for providing reasonable access and mobility and usually merge into a major highway corridor or arterial road.

Community Vision

That this area provide multiple mobility functions. They serve as commuter routes, connecting residential and employment areas. They provide connectivity to and serve commercial traffic as well as tourist/recreational traffic. These corridors also serve as the primary road freight routes as well as evacuation routes. The ability of these primary corridors to provide safe and efficient mobility now and in the future is of critical importance to the City of Woodbine. Additionally, future development should be designed to contribute towards a positive image of the City of Woodbine.

Future Zoning Considerations

CI Interchange Commercial District

Implementation Strategies

- Maintain a landscape buffer between the roadway and development.
- Manage access with directory signage and way-finding signage.
- Adopt a signage ordinance that protects this corridor and prohibits billboards and portable signs.
- Encourage shared access roads and inter-parcel road connections to reduce curb-cuts and maintain traffic flow.



SCENIC CORRIDOR / BIKE ROUTE

Character Area Description

This area is located along the Riverwalk and areas along Highway 17 contribute to the enjoyment and environmental enrichment of the citizens of Woodbine and visitors, enhance Woodbine's attraction to tourists, enhance civic pride, and protect economic values of affected properties.

Community Vision

Design of scenic corridors and bike routes is an important component. Scenic corridors and bike routes link urban-rural communities, attractions, and recreational areas. Continuous routes should be identified, including routes of regional and state significance, highlighting historic features where appropriate.

Future Zoning Considerations

AF General Agriculture-Forestry District

Implementation Strategies

- Establish guidelines on development to protect the characteristics of scenic value
- Provide pedestrian/bicycle linkages to adjacent and nearby residential and commercial districts
- Provide connectivity to future bike/shared use paths along the abandoned rail corridor



SUBURBAN AREA DEVELOPING

Character Area Description

A residential area that is characterized by a traditional suburban pattern of development with accessible sidewalks, extensive landscaping, access to parks and functional greenspace, places of worship, schools, and basic needs.

Community Vision

The future development in the suburban area should include a variety of housing types and land uses in a defined area. The variety of uses includes educational facilities, civic buildings, and commercial establishments to be located within walking distance of private homes.

This suburban area is served by a network of paths, streets, and lanes suitable for pedestrians as well as vehicles. This provides residents the option of walking, biking, or driving to places within their neighborhood.

Future Zoning Considerations

R1 Residential Low Density District

Implementation Strategies

- New developments should be master planned with mixed uses, blended residential development with schools, parks, recreation, retail, and services linked in a compact pattern that encourages walking and minimizes the need for auto trips.
- Good vehicular and pedestrian/bike connections to retail/commercial services as well as internal street connectivity should be planned.



TRADITIONAL NEIGHBORHOOD

Character Area Description

This is a stable, single-family residential area that is characterized by a traditional pattern of development. The characteristics of traditional neighborhoods in Woodbine have relatively well-maintained housing with large lots and off street parking located north of Spur 25 and east of Highway 17; north of 7th Street west of Highway 17.

Community Vision

That the traditional neighborhoods are characterized by grid street patterns, pedestrian circulation, open spaces, architectural character, and a sense of community.

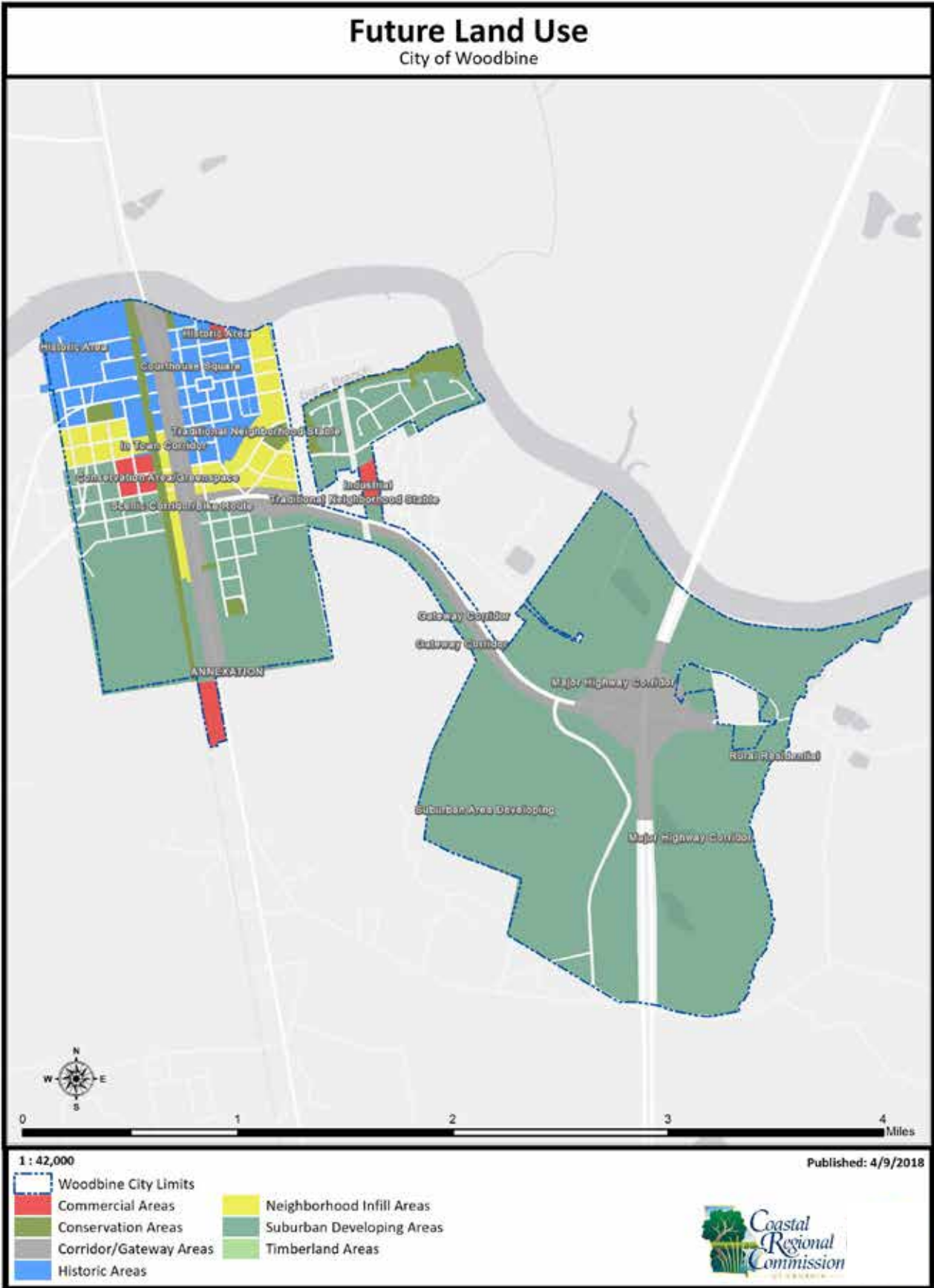
Future Zoning Considerations

R1 Residential Low Density District

Implementation Strategies

- Improve parks and public facilities to maintain the high desirability of the areas.
- Develop pedestrian and bicycle connectivity to downtown.





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CITY OF WOODBINE LAND USE

DESCRIPTION	LAND USE
Commercial	
This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.	Central Business District (CBD)
	Roadside Business District
	Interchange Commercial District
Industrial	
This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.	Light Industrial District
	General Industrial District
Mixed Use	
This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses(or other objective measure of the combination), and the allowable density of the use.	Planned Development District
Conservation / Preservation	
This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.	Conservation / Preservation (Camden County Zoning)

CITY OF WOODBINE LAND USE

DESCRIPTION	LAND USE
Residential	
The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.	Single Family Residential - Mobile
	Low Density Residential District
	Medium High Density Residential District
	Mobile Home Park District
Agriculture	
<p>This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.</p> <p>This category is also for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.</p>	Agriculture-Forestry

HOUSING

- 5.1 Housing Types
- 5.2 Occupancy
- 5.3 Housing Costs
- 5.4 Cost Burdened Housing
- 5.5 Condition of Housing
- 5.6 Job Housing Balance



The Housing section provides a framework for promoting a diverse housing supply, protecting and improving the health and livability of the County and its three cities, and making adequate provisions for the housing needs of all economic segments of the community. The County and its cities must foster housing that is affordable to those at all income levels - from those low-income and workforce families, to those earning higher wages.

Housing demand is largely driven by economic conditions and demographics. Demographic characteristics influence market demand with regard to the number of households; household size, make-up and tenure (owner v. renter); and preference for styles and amenities.

Perhaps the most pressing and complex challenge facing the County and the three cities is housing affordability for all economic segments of the community. The quality of any community is defined, in large part, by whether families and individuals are able to find the type and size of housing that fits their household needs at a price they can afford.

The County's distinct communities include residential districts that are differentiated by housing density, age, size, architectural style, condition and other features, and neighborhood commercial districts with mixed housing types. These communities, each with their own unique character, offer a variety of housing and lifestyle opportunities.

Some of the factors that local governments can influence are the supply of available residential land; the availability of public services; development regulations (density and design), and support for low and moderate income housing through funding or incentives.



Nearly 70 percent of the housing units are classified as single family.

12.6 percent of the housing units or 2,707 units are mobile homes.



HOUSING TYPES 5.1

The majority of the occupied homes in Camden County, including Kingsland, St. Marys, and Woodbine are detached single units. According to the US Bureau, 64.4% of the housing units in Camden County are single family detached homes. The total number of housing units in Camden County is 29,195 with 13,793 of these units being single family detached. Nearly 70 percent of the housing units are classified as single family.

In Camden County and the cities of Kingsland, St. Marys, and Woodbine, the percentage of multi-family units is 18.1 percent of the housing units. This percentage consists of 2 unit properties, 3 or 4 unit properties, 5 to 9 unit properties, 10 to 19 unit properties, as well as 20 or more unit properties. In addition, 12.6 percent of the housing units or 2,707 units are mobile homes according the US Census Bureau Data.

As noted earlier, almost seventy percent of the housing in all of Camden County, inclusive of the cities, consists of single family homes. A breakdown of the housing types and mix is included in the Appendix section of the plan.



Table 1: Housing Units in Camden County		
	Percent of Total	Numbers
Total	100%	29,195
Single Family		
Single Family detached	64.4%	13,793
Single Family attached	4.7%	1,016
Subtotal	69.1%	14,809
Multi Family		
2 units	3.4%	725
3 or 4 units	4.3%	929
5 to 9 units	5.4%	1,155
10 to 19 units	3.1%	666
20 or more units	1.9%	415
Subtotal	18.1%	3890
Mobile home	12.6%	2,707
Boat, RV, van, etc.	0.0%	9
Subtotal	12.6%	10,496
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate		

During the steering committee/community meeting, the following comments were made regarding the housing type and mix found within the County and its three cities:

- A lack of condominiums found within the County
- There is a lack of affordable apartments that are less than market rate but priced above subsidized housing
- No “lock and dock” homes which are properties where retirees can own low maintenance residential units and spend their free time on their boats at the dock.
- The \$175,000 to \$250,000 homes are preferred by the housing market at this time.
- A recent housing market study conducted by the County has noted the presence of extensive low end housing and upper end housing but very little housing in-between these price points.
- A recent feasibility study regarding future use of St. Marys Airport property recommends the development of residential properties, consisting of smaller homes.
- The Planning Directors in attendance had concerns about the implementation of tiny homes ordinances due to longevity of this form of housing structure. However, their ordinances do allow the construction of a smaller home on a small lot.
- The City of Brunswick is embarking on an initiative to construct smaller homes along Norwich Street in order to facilitate revitalization through home ownership of new properties to address blight.
- There is a desire to allow greater density to support local businesses in the downtown area of St. Marys.



Age of Occupied Housing

The largest percentage (26.8 percent) of structures built in Camden County and its three cities was constructed between 1990 and 1999. The second largest percentage (23.2 percent) of occupied housing units in Camden County and its three cities were built between 2000 and 2009. In Camden County, 21.2 percent of housing units was built between 1980 and 1989.

Table 2: Age for Housing

Year Structures Built	Estimate	Percent
Built 2014 or later	42	0.2%
Built 2010 to 2013	701	3.3%
Built 2000 to 2009	4,961	23.2%
Built 1990 to 1999	5,729	26.8%
Built 1980 to 1989	4,545	21.2%
Built 1970 to 1979	2,131	10.0%
Built 1960 to 1969	963	4.5%
Built 1950 to 1959	973	4.5%
Built 1940 to 1949	727	3.4%
Built 1939 or earlier	643	3.0%

Between 1990 and 1999 26.8 percent of structures were built in Camden County and its three cities.

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

HOUSING COSTS 5.2



Table 3: Housing Value and Rental Costs			
	Camden County		
	2006	2016	Change
Median Value	\$185,200	\$151,700	-18%
Median Rent	\$763	\$933	22%
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate			

COST BURDENED HOUSING 5.3



From 2006 to 2016, median housing value in Camden County declined 18 percent. The median rent in Camden County has increased 22 percent from 2006 to 2016. The housing cost burden for owner-occupied housing unit with a mortgage is 24 percent which is less than the region, which is at 28 percent. The housing cost burden for renter occupied housing is at 34 percent which is significantly less than the 45 percent for the entire region.

From 2006 to 2016, median housing value declined 18 percent

Renter occupied housing is at 34 percent which is significantly less than the 45 percent for the entire region.

3A: Housing Cost Burden-Owner-Occupied Housing Units With a Mortgage

	Housing Units with a mortgage	Monthly Costs 30.0-30.4%	Percent	Monthly Costs 35%+	Percent
Camden County	7,150	577	8%	1,698	24%
CRC Region	96,323	7,663	8%	26,772	28%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

3B: Housing Cost Burden-Renter-Occupied Housing Units With a Mortgage

	Housing Units Paying rent	Gross Rent 30.0-30.4%	Percent	Gross Rent 35%+	Percent
Camden County	7,345	819	11%	2,509	34%
CRC Region	89,132	8,257	9%	39,808	45%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

CONDITION OF HOUSING

5.4

Good housing conditions are essential for people's health and affects childhood development. Condition of housing includes those units with insufficient plumbing and kitchen facilities.

In 2010, the percentage of units without complete plumbing facilities in Camden County was 1.2 percent. Also in 2010, this percentage of units without complete plumbing facilities in Kingsland was 0.8 percent, 1.3 percent in St. Marys, and 2.4 percent in Woodbine.

The percentage of units in 2010 without complete kitchen facilities in Camden County was 0.8 percent. Also in 2010, this percentage of units without complete plumbing facilities in Kingsland was 0.6 percent, 0.2 percent in St. Marys, and 2.4 percent in Woodbine.

The state average for the percentage of housing units in 2010 that lacked complete plumbing facilities was 0.6 percent and the percentage that lacked kitchen facilities was 0.5 percent.

In 2016, the percentage of units without complete plumbing facilities in Camden County was 0.4 percent. Also in 2016, the percentage of units with complete plumbing facilities in Kingsland was 0.2 percent, 1.0 percent in St. Marys, and 0 percent in Woodbine.

The percentage of units in 2016 without complete kitchen facilities in Camden County was 0 percent. Also in 2016, the percentage of units with complete kitchen facilities in Kingsland was 0 percent, 0 percent in St. Marys, and 0 percent in Woodbine.

The state average for the percentage of housing units in 2016 that lacked complete plumbing facilities with 0.6 percent and the percentage that lacked kitchen facilities was 0.3 percent.

2010	Condition of Housing				
Category	Camden County	St. Marys	Kingsland	Woodbine	Georgia
Housing units lack complete kitchen facilities	0.8%	0.2%	0.6%	2.4%	0.5%
Housing units lack complete plumbing facilities	1.2%	1.3%	0.8%	2.4%	0.6%
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate					

2016	Condition of Housing				
Category	Camden County	St. Marys	Kingsland	Woodbine	Georgia
Housing units lack complete kitchen facilities	0.0%	0.0%	0.6%	0.0%	0.3%
Housing units lack complete plumbing facilities	0.4%	1.0%	0.2%	0.0%	0.6%
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate					

JOB HOUSING BALANCE 5.5

A job to housing ratio in the range of 0.75 to 1.5 is considered beneficial for reducing vehicle miles traveled. The job to housing ratio indicates whether an area has enough housing for employees to live near employment and sufficient jobs in residential areas. An imbalance in jobs and housing creates longer commute times, more single driver commutes, and loss of job opportunities for workers without vehicles.

A balanced community generally has a jobs-housing ratio of 1.25 to 1.75. From 2010 to 2016, Camden County and its three cities had a job housing balance that improved from a 0.9 ratio to a 1.2 ratio. As stated earlier, this ratio is crucial in that it allows residents to be in close proximity to employment areas. Camden County's ratio of 1.2 is an example of a balanced community has a 1.25 to 1.75 ratio.

Table 4: Jobs-Housing

Characteristics	2010	2016
Population	49,293	52,092
Average Household Size	2.71	2.71
Number of Households	17,834	18,658
Housing Units	20,611	21,415
Employment	19,500	26,181
Employment/Population Ratio	0.4	0.5
Employment/Housing Unit Ratio	0.9	1.2

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate





Purpose Built Communities

Purpose Built Communities is a non-profit consulting firm that works side by side with local leaders to plan and implement a revitalization effort tailored specifically to Camden County. The goal is to break the cycle of intergenerational poverty by helping local leaders transform struggling neighborhoods, and bringing together the vital components necessary for holistic community revitalization: high quality mixed-income housing, an effective cradle-to-college education pipeline, and comprehensive community wellness resources.



Community Development Block Grant

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses.

Over a 1, 2, or 3-year period, as selected by the grantee, not less than 70 percent of CDBG funds must be used for activities that benefit low- and moderate-income persons. In addition, each activity must meet one of the following objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.



DCA Georgia initiative for Community Housing (GICH) Program

GICH is a three-year program designed to help communities improve their quality of life and economic vitality through the development of locally-driven housing and revitalization strategies. This is accomplished through technical assistance, training, and ultimately producing a community housing plan with objectives and goals.



U.S Department of Agriculture Rural Development

Low interest, fixed-rate Homeownership loans are provided to qualified persons directly by USDA Rural Development. Financing is also offered at fixed-rates and terms through a loan from a private financial institution and guaranteed by USDA Rural Development for qualified persons. Neither one of these home loan programs require a down payment.



Housing Needs of Special Population and Available of Housing Options Throughout the Life Cycle

In regard to housing needs of special population, the following feedback and comments were received at the stakeholder meeting/community event:

- Attendees noted that insufficient senior living housing facilities exist within Camden County. Magnolia Manor, which is located in St. Marys and serves as an extension of the United Methodist Church, was mentioned as one of the few examples of senior facilities. Magnolia Manor provides both independent living as well as assisted living facilities.

The private sector has noticed the lack of senior facilities as The Lakes Crossing Senior Care facility in Kingsland opened in August 2016 on Gross Road. This facility offers 38 premier assisted living suites along with 11 memory care apartments that provide residential care, respite/short term care, and memory care.

Other facilities such as The Village at Winding Road, as constructed by local builder W.H. Gross Construction, has also assisted greatly in the development of high quality senior housing. This facility provides one or two bedroom apartments with full kitchen with energy efficient appliances, ceiling fans, walking paths, business center, furnished community room, fitness center, and walking paths.

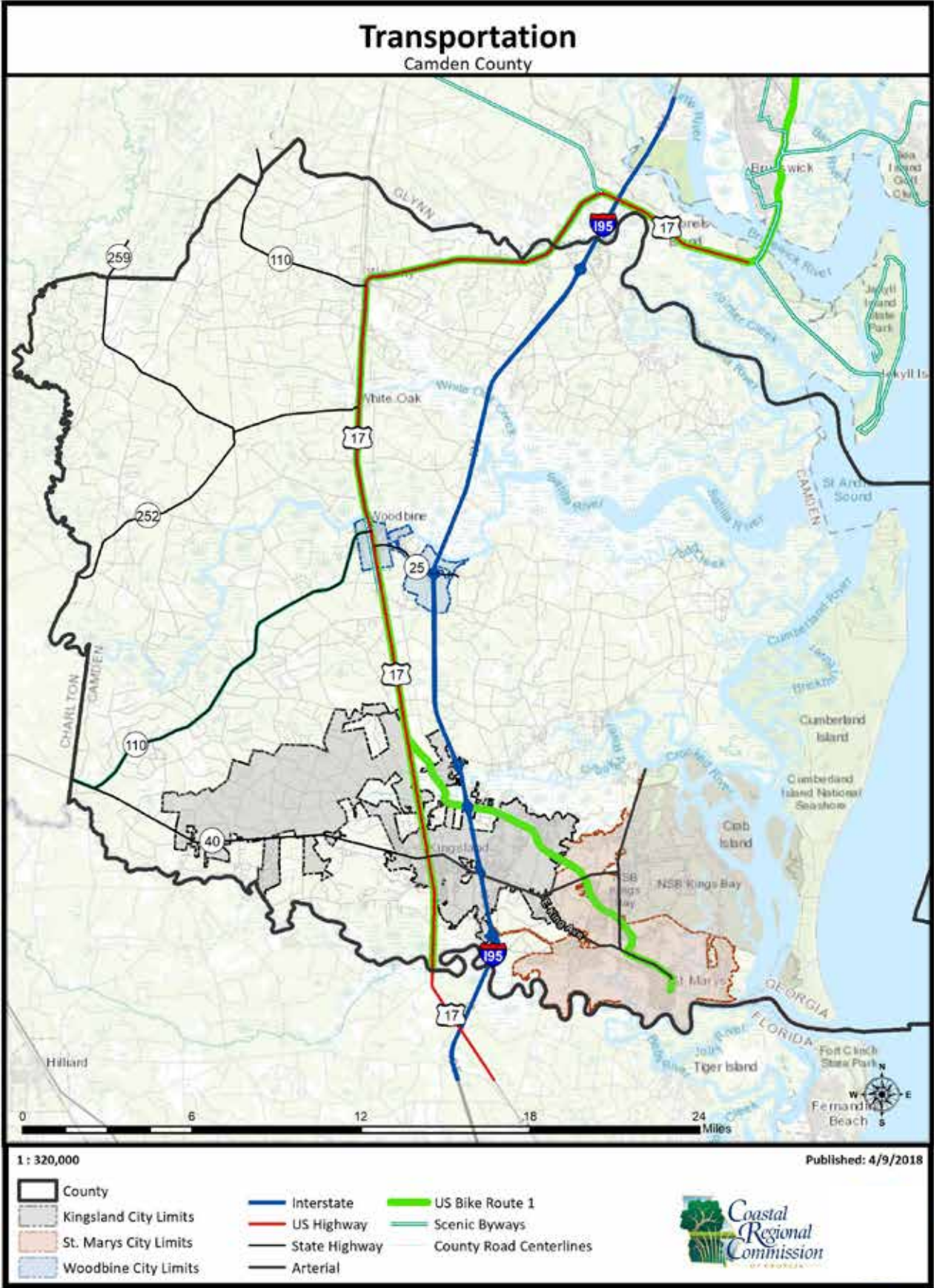
The attendees at the meeting also noted some of the following issues:

- The lack of veterans housing within the community. This is a significant issue since Camden County has a large military community due to the presence of Kings Bay Naval Submarine Base. Many of the attendees noted that many veterans are homeless but there are no facilities within Camden County to address this need.
- The lack of a homeless shelter was noted as an issue and that the nearest homeless shelter exists in Brunswick, Georgia.
- As stated previously in the transportation meeting, the lack of transportation for special populations is a significant issue with special populations. The needs of special populations, as well as all County citizens, to obtain access to the Georgia Department of Labor office for job seeking opportunities, for access of medical facilities, and grocery stores, etc. is hampered by Georgia's high cost of auto ownership/maintenance and the lack of public transportation. The lack of public transportation is a major issue as it relates to addressing the needs of all County residents, especially in relation to the special needs population.

6

TRANSPORTATION

- 6.1 Roads and Highways
- 6.2 Road Network Hierarchy
- 6.3 Alternative Modes of Transportation



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Camden County, Georgia with a population of just over 50,000 residents is not a member of a Metropolitan Planning Organization (MPO) as a MPO that exists in the area. However, a review of the transportation strategy is included as an element for this comprehensive plan. As required for the transportation element, this plan will evaluate the adequacy of the following major components such as road network, alternative modes, parking, railroads/trucking/port facilities/airports, transportation and land use connection. The intent of the review of this element is to develop a strategy for addressing needs/opportunities.

ROADS & HIGHWAYS 6.1

Interstate 95 is the principal arterial route that runs through Camden County and is classified as a Rural and Urban Interstate Principal route. I-95 is a six lane freeway facility through most of Georgia and serves as the primary north-south corridor in the region as well as it carries traffic on the interstate, and for local trips. I-95 connects Camden County with the rest of the region as the Florida in the south. Interstate 95 also provides access to Glynn, McIntosh, Liberty, Bryan, and Chatham counties. Interstate 95 is the most heavily traveled roadway within the study area. Interstate 95 and its six interchanges (Exit 1, Exit 3, Exit 6, Exit 7, Exit 22, and Exit 26) in Camden County are essential for transportation needs as well as commercial and industrial development.

US 17 is another essential rural and urban principal arterial that runs through Camden County, Georgia. The US 17 route transitions between two and four lanes between the state of Florida and South Carolina. In Camden County, the US17 route operates as two lanes and provides access to Glynn, McIntosh, Liberty, Bryan, and Chatham counties. US 17 does not have the carrying capacity of Interstate 95 but it is still essential for mobility along the coast of Georgia.

Typically, US 17 is used in Camden County for shorter trips and does not carry traffic for more than two or three counties. The local trips made by local residents on US 17 are made to avoid traffic and construction along Interstate 95. As construction and maintenance of Interstate 95 takes place, additional residents utilize US 17 as an alternate north-south route for travel. As the coastal region grows, the US 17 corridor provides for north-south travel without requiring the use of the interstate. It is important to note that the US 17 provides a scenic route for tourists who wish to see the beautiful Georgia coast. During hurricane evacuations, US 17 and its importance to Camden County is highlighted due to the congestion on Interstate 95 which takes place during such events.



ROAD NETWORK HIERARCHY

6.2

Freeways

Freeways and Limited access roads are at the top of the hierarchy. These roads provide uninterrupted travel, often using partial or full access control, and are designed for high speeds. Interstate 95 in Camden County operates as a limited access freeway.

Arterials

Major thoroughfare roads are expected to carry large volumes of traffic are designated as arterials. These are often divided into major and minor arterials, and rural/urban arterials. Examples of arterials in Camden County include Interstate 95 and US Highway 17.

Collectors

Next in the hierarchy are collector roads, which collect traffic from local roads, and distribute it to arterials. Traffic using a collector is usually going to or coming from somewhere nearby. Examples of collectors in Camden County include Colerain Road/Laurel Island Parkway.

Local Roads

These roads are at the bottom of the hierarchy, have the lowest speed limit, and carry low volumes of traffic. In some areas, these roads may be unpaved.

Bridges

There are 28 total bridges in Camden County including state highways.

Signalized Intersections

In order to address congestion and connectivity, the County and the cities of Kingsland, St. Marys, and Woodbine have supported various transportation related plans over the years, including but not limited to, Coastal Georgia Regional Transportation Assessment and the Camden County Bike and Pedestrian Plan.

Signage

During the discussion of this element during the comprehensive planning, some participants noted that additional signalization was necessary at locations such Winding Road and Colerain Road intersection, largely due to the traffic from the Winding River subdivisions and Sugarmill Elementary School. In addition, participants noted that additional signals would be needed at Boone Street in Kingsland where many of their commercial establishments are located.

Other areas in need of signals or enhanced signalization include, but are not limited to the following areas:

- Five Points near downtown Kingsland
- The intersection of Winding Road and Colerain Road in St. Marys, which already has a caution light.

However, the meeting attendees noted during the meeting that there were many complaints about traffic. This traffic in this area is largely generated by the intersections access to large subdivisions and the problem becomes more significant during the school year when nearby Sugarmill Elementary School is in session.

ALTERNATIVE MODES OF TRANSPORTATION

6.3

In the preparation of the transportation element of the comprehensive plan, the state notes that bicycle, pedestrian facilities, and public transportation or other services for populations without automobiles should be reviewed by the local governments. The local governments are also requested to identify areas of the community where the mode choice is limited. In addition, the local governments should effectively evaluate the mobility needs of this community are met by these alternative transportation modes.

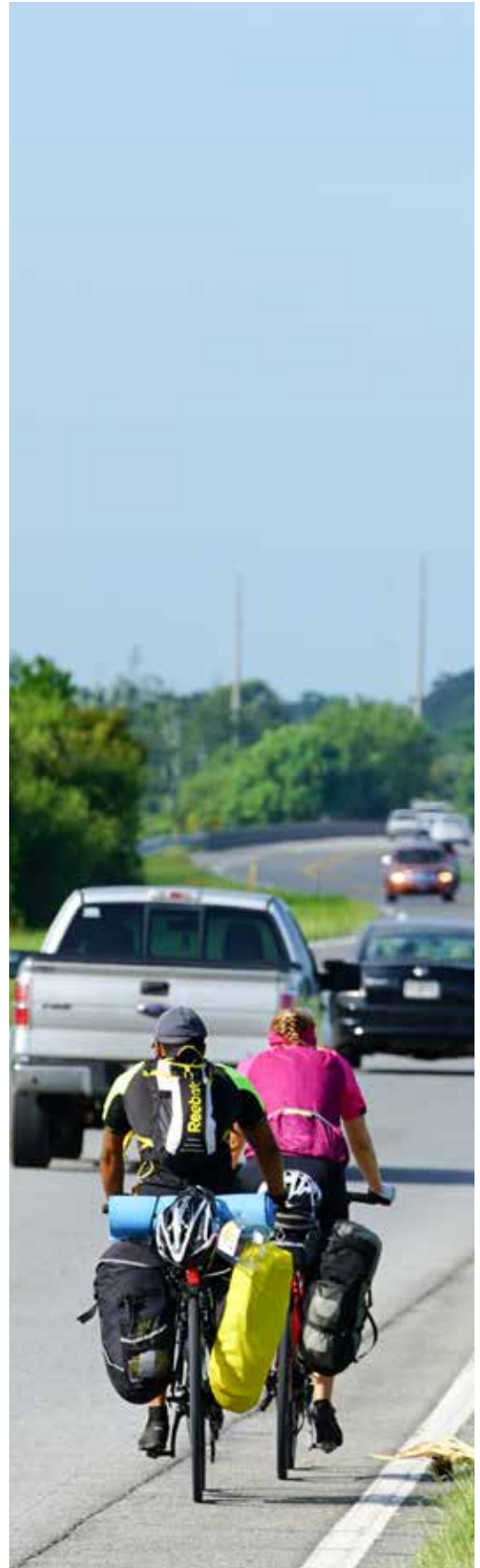
Pedestrian & Bicycle Paths

Camden County and the cities of Kingsland, St. Marys, and Woodbine work diligently to seek opportunities for additional pedestrian and bicycle paths. One prominent upcoming addition to the bicycle path and pedestrian network will be the construction of a 10-foot multi-use path on the north side and a 5-foot sidewalk on the south side of Colerain Road as part of the Kingsland Bypass project. Woodbine has expanded their Riverwalk area while the City of St. Marys has recently obtained funding to enhance their Point Peter Multi Use Trail.

Public Transportation

During the steering committee/steering committee meeting, there was significant discussion about the role of public transportation and the importance that it has in Camden County. The issue of public transportation is even more significant in rural Georgia, particularly in Camden County. According to a December 2013 Forbes Magazine article, the costs of car ownership can vary as much as a \$10,000 difference in operating expenses over a five year period depending solely on the address of a motorist. This article notes that Oregon has the cheapest ownership costs which include gasoline, insurance, repairs, taxes, and fees at an average of about \$2,204 per year.

In comparison, the state of Georgia faces annual car costs at an average of \$4,322 which is well above the national average of \$3,201 per year. Therefore, the state of Georgia has the highest annual automobile ownership costs in the nation. The residents of Georgia not only suffer the highest state automobile taxes and fees in the nation, they tend to drive far more than the national average, due in part to sprawl and a dearth or lack of public transportation. The article cites that Georgia's pay \$1,952 for taxes and registration while the residents of Oregon pay the lowest taxes and registration costs at \$157. The high costs of car ownership and the lack of public transportation have significant impact for residents who desire access to conduct day to day business.





Currently, the Coastal Regional Commission, which serves as the regional commission for the Coastal Region of Georgia which includes Camden County, provides general public transit services in 10 counties by Coastal Regional Coaches. The Coastal Regional Coaches are operated by the Transportation Department at the Coastal Regional Commission. The service is available to any resident of the Coastal region, for any purpose, and to any destination in the Coastal region. The fares for the service are very affordable and vary with different itineraries. The Coastal Regional Coaches is a demand-response, advance reservation services that operates Monday through Friday.

During the committee meeting/steering committee, many of the participants noted that they were in favor of more enhanced service than currently provided by the fee based service. It was also noted during the meeting that it would be costly for residents residing in Camden County and its three cities to use taxi service for basic needs such as doctor appointments, purchasing groceries, and going to work.

In the spirit of cooperation, citizens of the City of St. Marys are working with the Coastal Regional Commission and its Coastal Regional Coaches to provide an enhanced level of service than currently exists with the current system. St. Marys has assigned a task force to assist with their efforts and the group has stated the transportation relates closely with economic development and makes it easier for citizens to work, shop, obtain medical care, and access public service.

The program proposed by the City of St. Marys and the Coastal Regional Commission involves a bus service that will run on Mondays, Wednesdays, Fridays, and one Saturday per month starting in March 2018. The fare for the service will be \$3 per trip and \$6 total for round trip services. Each van operated by Coastal Regional Coaches will be to accommodate 10 passengers and will be equipped with one infant seat. The planned stops for the service include Kings Bay Village Shopping Center, Winn-Dixie (St. Mary's Location), Southeast Georgia Health Campus, The Salvation Army, and apartment complexes such as The Pines and Cumberland Oaks.

One of the Comprehensive Steering Committee members who is a member of the St. Marys City Council and the task force, noted that the group is working diligently to get the word out about the bus system. It is essential for information about the bus service be made to the public since the Georgia Department of Transportation does not allow bus stop signage. As noted by the task force and at the comprehensive planning/community meeting discussing transportation, it was noted that lack of access to public transportation is not just a St. Marys problem, but a regional one. It is hoped that the proposed St. Marys bus pilot project becomes a model program that becomes successful in Camden County and is used by rural areas across the state of Georgia.

The lack of public transportation as it relates to workforce has been noted by the private sector as well. For example, the Executive Director of the Camden County Joint Development Authority, which is tasked for economic development for Camden County, noted during the meeting that neighboring counties have recognized the importance of transportation as it relates to workforce. The Executive Director noted during the meeting that a large employer in a neighboring county provides buses to pick up their employees who reside in Camden County and then transport them back to Camden County after their work shift has concluded. This is one example of the private sector recognizing the lack of transportation in the area and then addressing the need by providing transportation services to its employees.

Parking

At the comprehensive plan meeting, Kingsland and Woodbine noted that their parking facilities were adequate and that there were no parking issues at this time.

The City of St. Marys noted their parking issues in their City Master Plan which was approved by the City Council in May 2017. The parking issues identified in their City Master Plan include the following:

- July 4th event traffic event traffic and parking is an issue for the community and visitors.
- The need to consider the construction of a parking garage to handle event parking.
- Better police control is needed for special event traffic and parking.
- Parking and shuttle services should be located out of the former airport property.
- Congestion around the schools at peak times is an issue.

According to the St. Marys City Master Plan, the City will address the opportunities with the following strategies:

- Assess the feasibility of parking infrastructure, including the former airport site, to support special events, including parking garage and surface parking facilities.
- Working with public safety officials to ensure adequate traffic and parking control during special events.
- Coordinate with GDOT and St. Marys Schools to identify potential solutions to mitigate peak school hour congestion.
- Coordinate with local law enforcement agency to identify and address speeding in and around neighborhoods.
- Develop parking and traffic flow patterns that will be compatible with and will protect residential areas as industrial, commercial and tourism related development occurs.

Railroads, Trucking, Port Facilities, and Airports

As part of the comprehensive planning process, local governments are requested to identify freight and passenger rail lines, major rail intermodal facilities, non-rail freight operations, seaports, harbors, and commercial and general purpose air terminals. It is also requested that the impact of the prior mentioned transportation methods be reviewed for their impact on the overall transportation network.

Freight and Rail

According to the 2008 Camden County Transportation Assessment, the rail conditions are as follows:

Railroad freight operations are active in the southeastern portion of Camden County. CSX connects in Jacksonville with main lines in all directions, and maintains the line along US 17 from Florida north to Kingsland. As tracks north of Kingsland have been abandoned, all traffic is now routed into the County from Florida only.

St. Marys Railroad operates a spur from the CSX line in Kingsland into Central St. Marys and the Kings Bay Naval Submarine Base. The St. Marys line splits just east of the SR 40/St. Marys Rd. interchange.

Seaport and Harbors

The harbor in the County is located at the former Gilman Paper Mill site. Nearly 50 acres of the former Gilman Paper mill site is expected to be turned into a full marina and boat manufacturing plant near the corner of Osborne and Meeting Street.

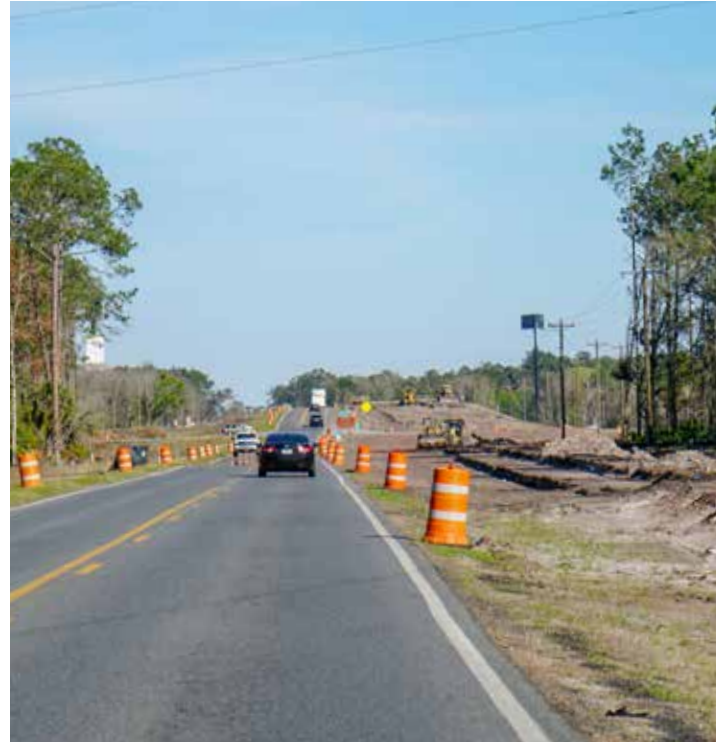
Commercial and General Purpose Air Terminal

The St. Marys Airport is located north of SR 40/Osborne Rd adjacent to the historic downtown. This airport was previously available for public use prior to its closing last year. The airport was owned and operated by the City of St. Marys. The 2013 Kings Bay Joint Land Use Study (JLUS) identified the airport as a public security threat due to its configuration and close proximity to the base. The JLUS study recommended that the airport be relocated and the city implement a phased closure/relocation of the airport, if immediate closure was not achievable. In June 2016, an amendment to the National Defense Authorization Act was announced allowing city officials to close the St. Marys Airport with no penalties from the Federal Aviation Administration (FAA) and provides funding to build a new airport at a location outside city limits.

The City plans to use the results from a marketing/development plan to determine the best and future use of the airport property moving forward.

Transportation and Land Use Connection

The transportation issues and policies identified within this plan will have a direct impact on the other elements of the plan and can ultimately shape the character of the County and its three cities. The reverse is also true, working to achieve the desired character in a neighborhood can raise a new set of transportation related issues. For example, the density of a new housing development is important in determining the appropriate transportation infrastructure.



Transportation Projects

In an effort to address traffic and provide relief for hurricane evacuation efforts, the most significant transportation project in the entire county is the Kingsland Bypass Project. This project is a joint project of Camden County, City of Kingsland, City of St. Marys, and Georgia Department of Transportation originated over a decade ago. Construction on this project started in March 2017 with the road clearing portion of the project.

As stated in a previous Camden County press release, the intent of this project is to serve as an alternate evacuation route in Camden County to relieve congestion and provide additional capacity for westbound coastal evacuees. Phase I of the project is described as being 5.867 miles from Kings Bay Road to Laurel Island Parkway/I-95 interchange at Exit 6. The four lane highway will provide regional benefits by facilitating access to area development and also offering the necessary infrastructure needed for future economic growth.

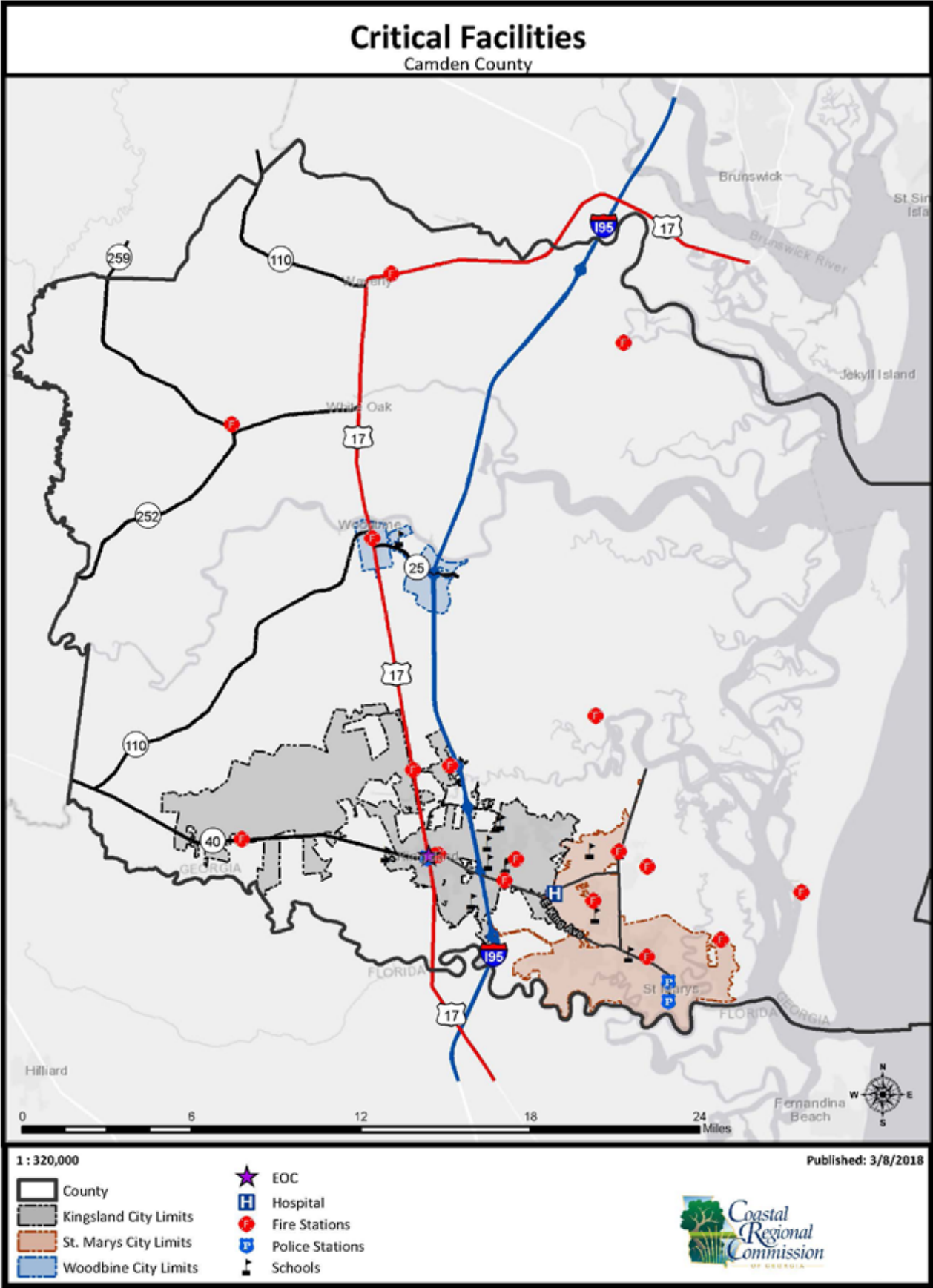
The proposed project includes two 12-foot lanes in each direction separated by a 20-foot raised median. The road will also include a 10-foot multi-use path on the north side and a 5-foot sidewalk on the south side to meet Camden County's bike route system requirements for Colerain Road. The proposed contract completion date for Kingsland Bypass Phase I is October 2019.

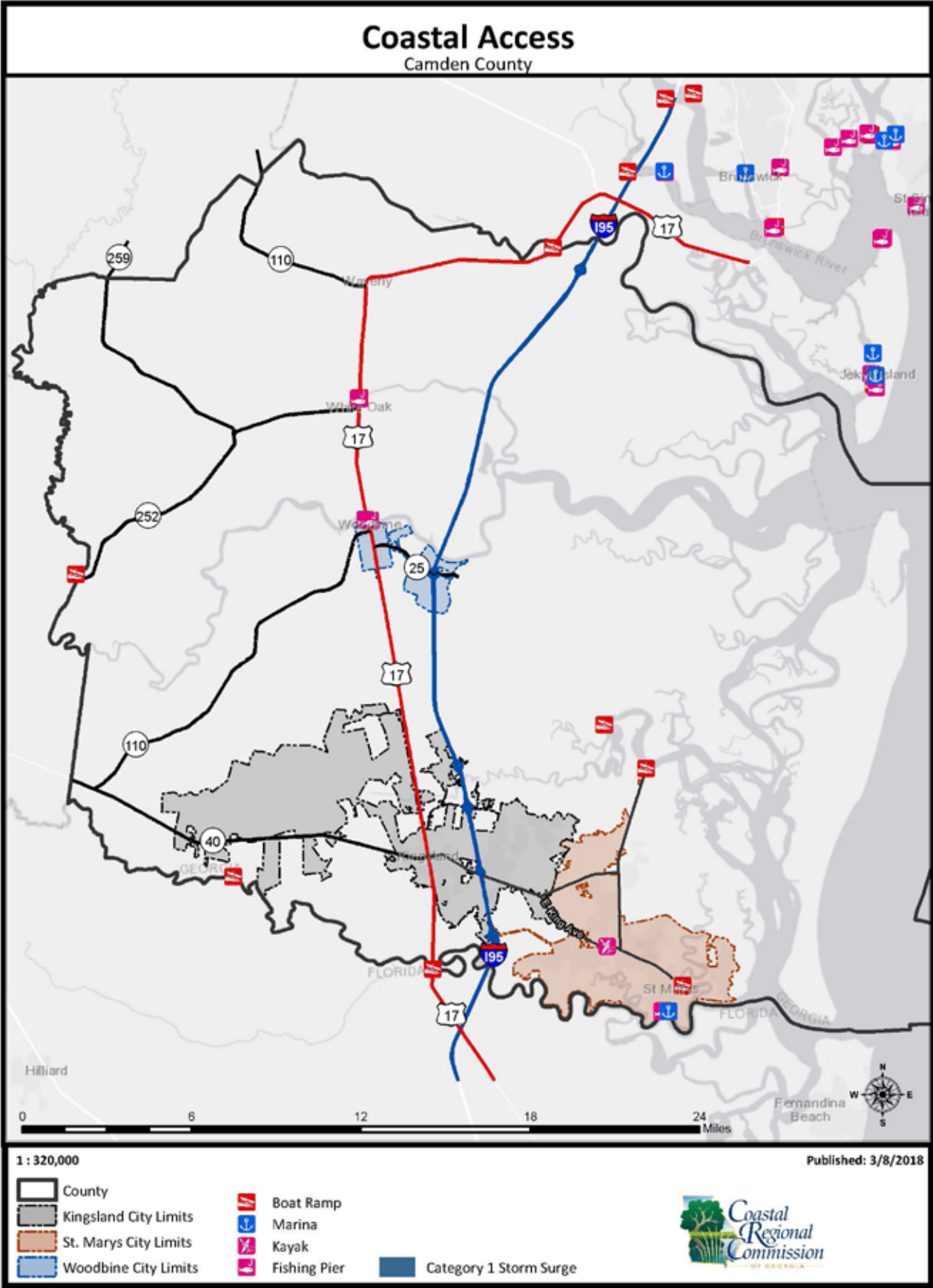
In addition, the steering committee noted the following comments at the meeting related to Transportation:

- The importance of tracking the use and development of emerging technologies, such as the use of electric cars. The Kingsland Welcome Center already has electric charging stations. The community will need to monitor the future and growth of the use of emerging technology such as electric cars.
- The development of the EPIC Adventure Project in Kingsland at Exit 1 and Exit 3 as it transportation needs.
- That the county and three cities consider funding a transportation plan that provide cost estimates for addressing the needs in Camden County and its three cities.
- It is essential that rural Georgia continue to advocate for their transportation needs.

COASTAL VULNERABILITY AND RESILIENCE

- 7.1 Natural Hazards
- 7.2 Storm Surge and Development
- 7.3 Vegetation / Open Water Buffers
- 7.4 Vulnerable Populations
- 7.5 Income and Poverty Level
- 7.6 Means of Transportation
- 7.7 Housing Type





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Coastal Vulnerability and Resilience

Resilient communities minimize any disaster's disruption to everyday life and their local economies. Resilient communities are not only prepared to help prevent or minimize the loss or damage to life, property, and the environment, but they also have the ability to quickly return citizens to work, reopen businesses, and restore other essential services needed for a full and timely economic recovery.

NATURAL HAZARDS 7.1

Locations of Camden County are located within low laying coastal plains. These areas are susceptible to flooding from rivers and canals. As a coastal community, the county and its three cities are subject to flooding from hurricanes.

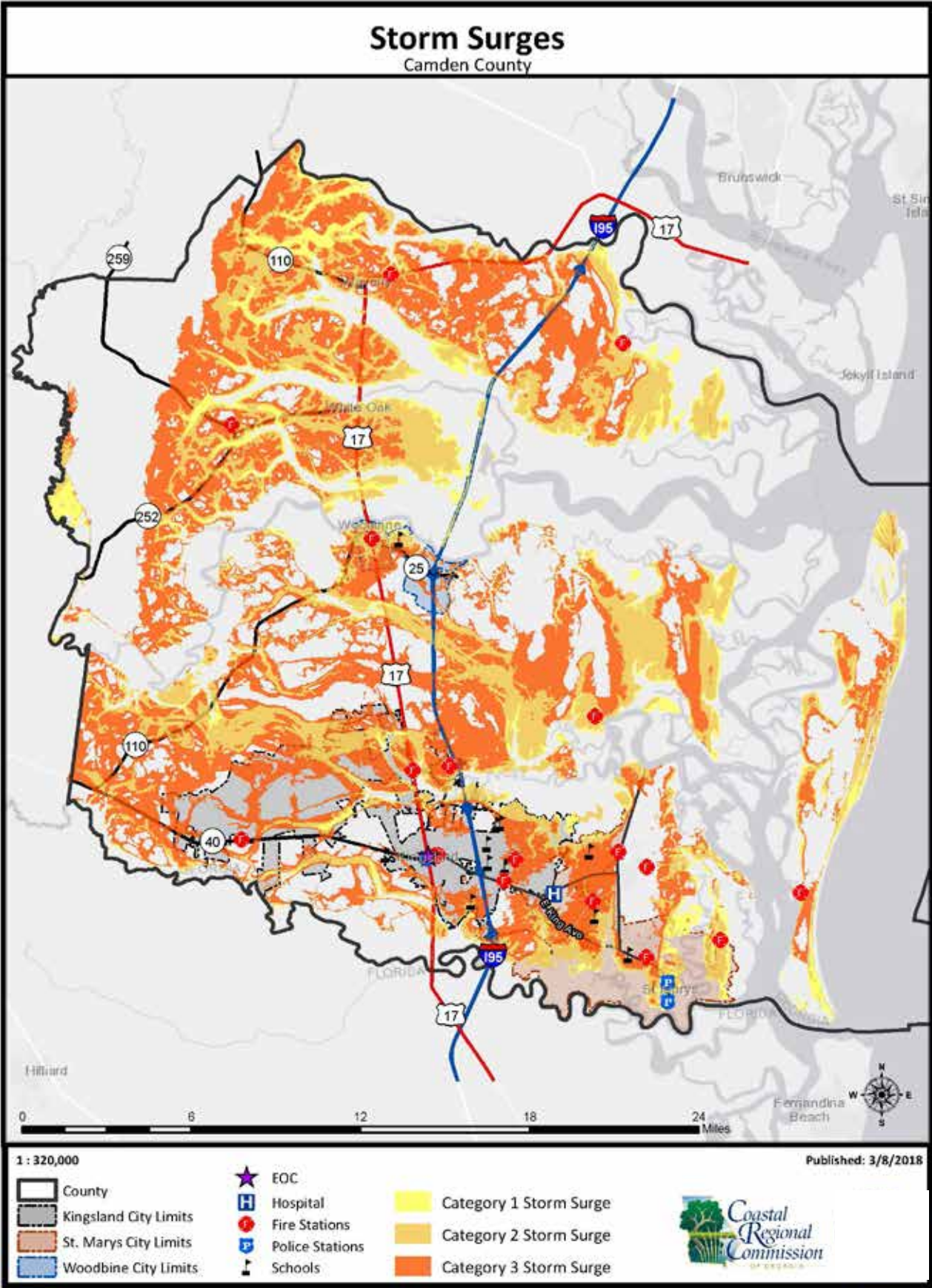
STORM SURGE AND DEVELOPMENT 7.2

In Camden County, 4.35 percent of development is within storm surge 1, while 16.20 percent is within storm surge 2, and 24.70 percent is within storm surge 3.

In Kingsland, 1.75 percent of development is within storm surge 1, while 10.89 percent of development is within storm surge 2, and 31.67 percent is within storm surge 3.

In St. Marys, 6.9 percent of development is within storm surge 1, while 17.44 percent of development is within storm surge 2, and 22.31 percent of development is within storm surge 3.

In Woodbine, 3.41 percent of development is within storm surge 1, while 22.63 percent of development is within storm surge 2, and 28.19 percent of development is within storm surge 3.



VEGETATION/OPEN WATER BUFFERS 7.3

Riparian buffers can be given a value based on their presence and allowance from open water and wetlands towards the built and developed environment. Three categories of consideration include: 100, 150, and 200-foot riparian buffers. A 100-foot riparian buffer is the recommended minimum based on literature reviews by the scientific community. As reported by the U.S. Agriculture and U.S. Environmental Protection agency in 1997, there are specific riparian widths that are associated with specific objectives. The recommended buffer width for flood control should be up 200 feet. This buffer width provides flood and sediment control as well as wildlife habitat.

Buffers narrower than 35 feet can provide some limited benefits but may require long-term maintenance since their ability to trap sediments is reduced.

Camden County enforces a River Corridor Protection Area that is inclusive of lands within 100 feet of both sides of the river. The state currently mandates a 25-foot buffer from hydrology, which is inadequate for protecting the vital natural system.

VULNERABLE POPULATIONS 7.4

A key factor in examining resiliency is quantifying vulnerable populations. These populations include those residents who live in vulnerable areas, the 100-year and 500-year flood plains, but also those who may have difficulty in heeding evacuation orders due to age, income, and mobility.

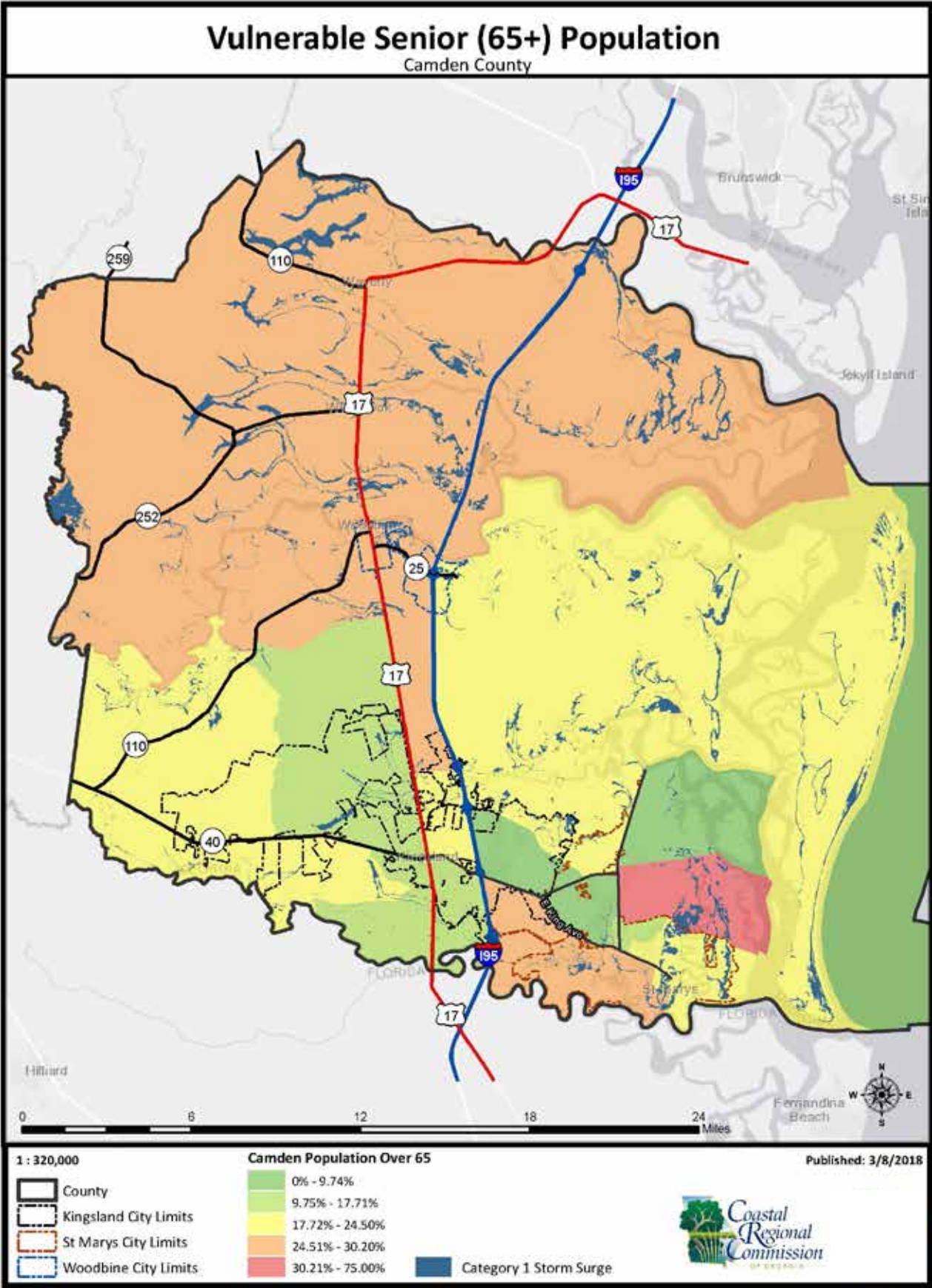
The most vulnerable populations include children less than five years old, the elderly and frail elderly, persons living in poverty, and persons without reliable transportation that live in communities with limited public transportation. For elderly, we have identified the percentage of the population 65 and older. There is no specific age cohort for frail elderly, but the literature defines frailty in people 65 and older that called for the diagnosis when three or more of the following five criteria were present: unintentional weight loss of 10 pounds or more in the past year, self-reported exhaustion, weakness as measured by grip strength, slow walking speed and low physical activity. The frail elderly are individuals, over 65 years of age, dependent on others for activities of daily living.

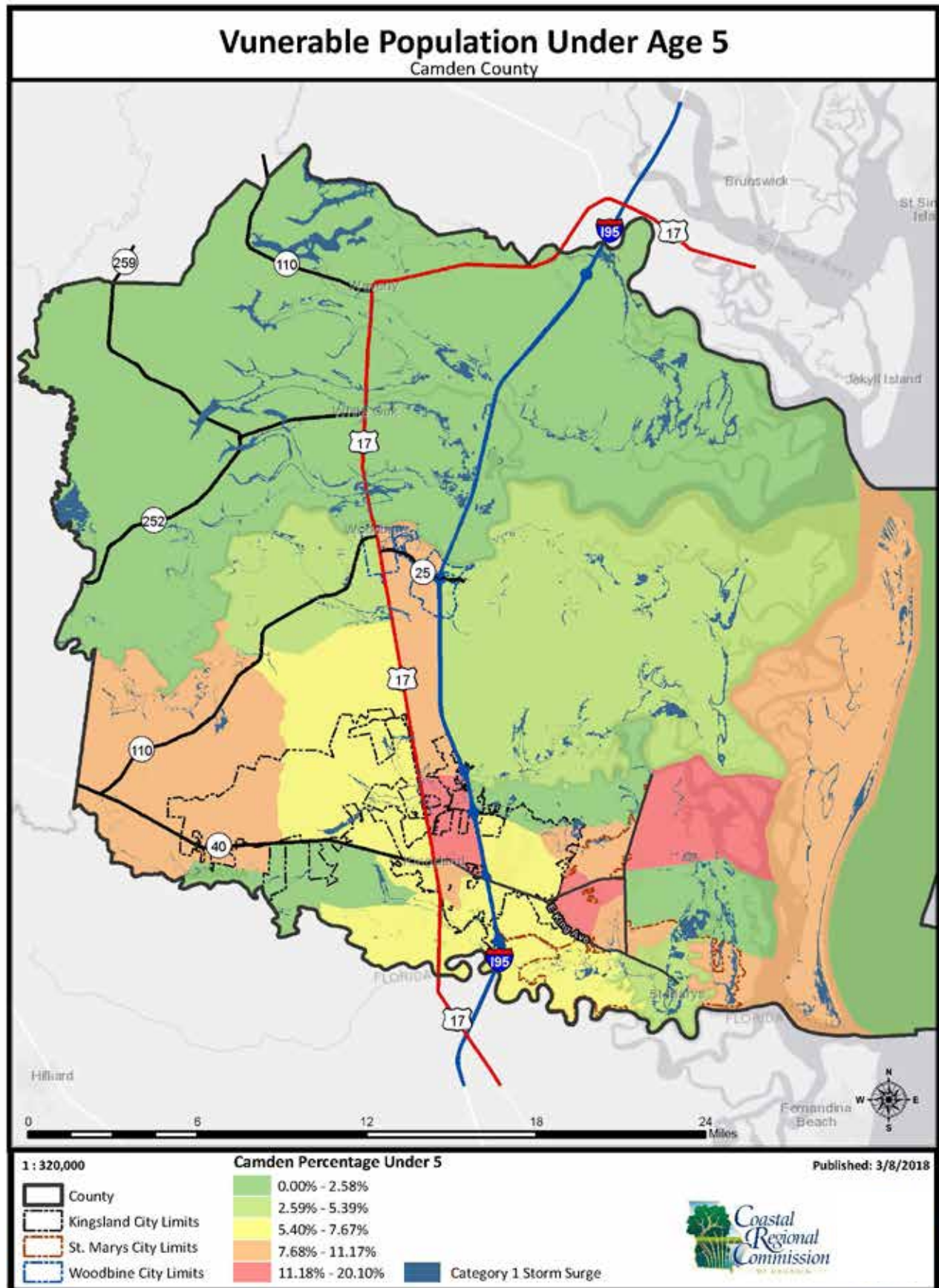
In Camden County, the percentage of children under age 5 decreased by 0.8 percent from 2000 to 2010, while the percentage of children under age 5 decreased by 0.4 percent in Kingsland and decreased by 1.3 percent in St. Marys. The percentage of children under age 5 increased by 1.1 percent in Woodbine from 2000 to 2010.

In Camden County, the percentage of persons 65 or older increased 4.8 percent from 2000 to 2010. The percentage of persons 65 or older increased in the three cities between 2000 to 2010. The increase in percentage of persons 65 or older from 2000 to 2010 in Kingsland was 7.8 percent, 4.6 percent in St. Marys, and 4.8 percent in Woodbine.

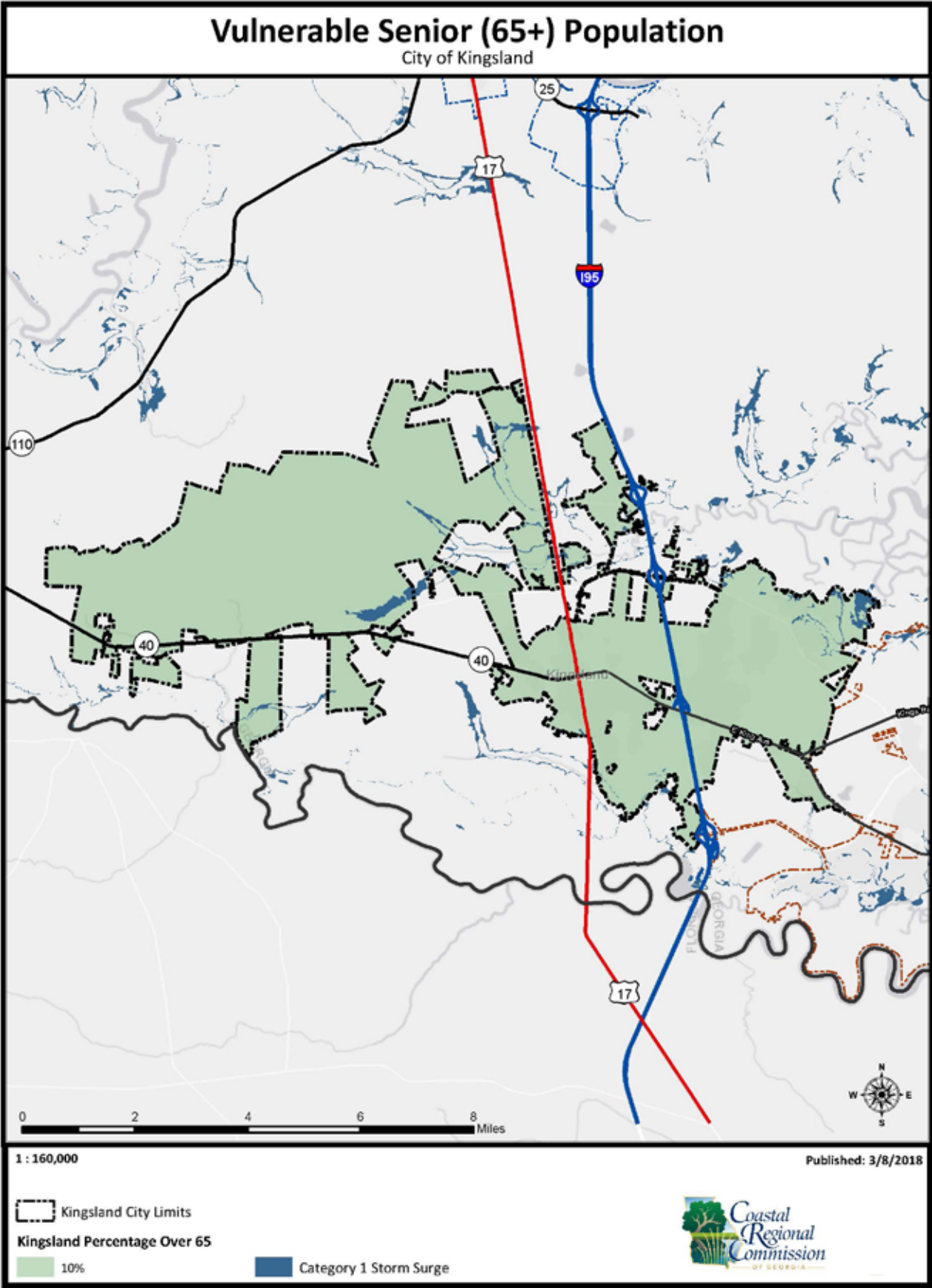
Under Age 5				
	Kingsland	St. Marys	Woodbine	Camden County
2000	9.4%	9.5%	6.8%	8.7%
2010	9.0%	8.2%	7.9%	7.9%
U.S. Census				

65 and over				
	Kingsland	St. Marys	Woodbine	Camden County
2000	3.6%	5.2%	10.3%	5.2%
2010	11.4%	9.8%	11.4%	9.0%
U.S. Census				

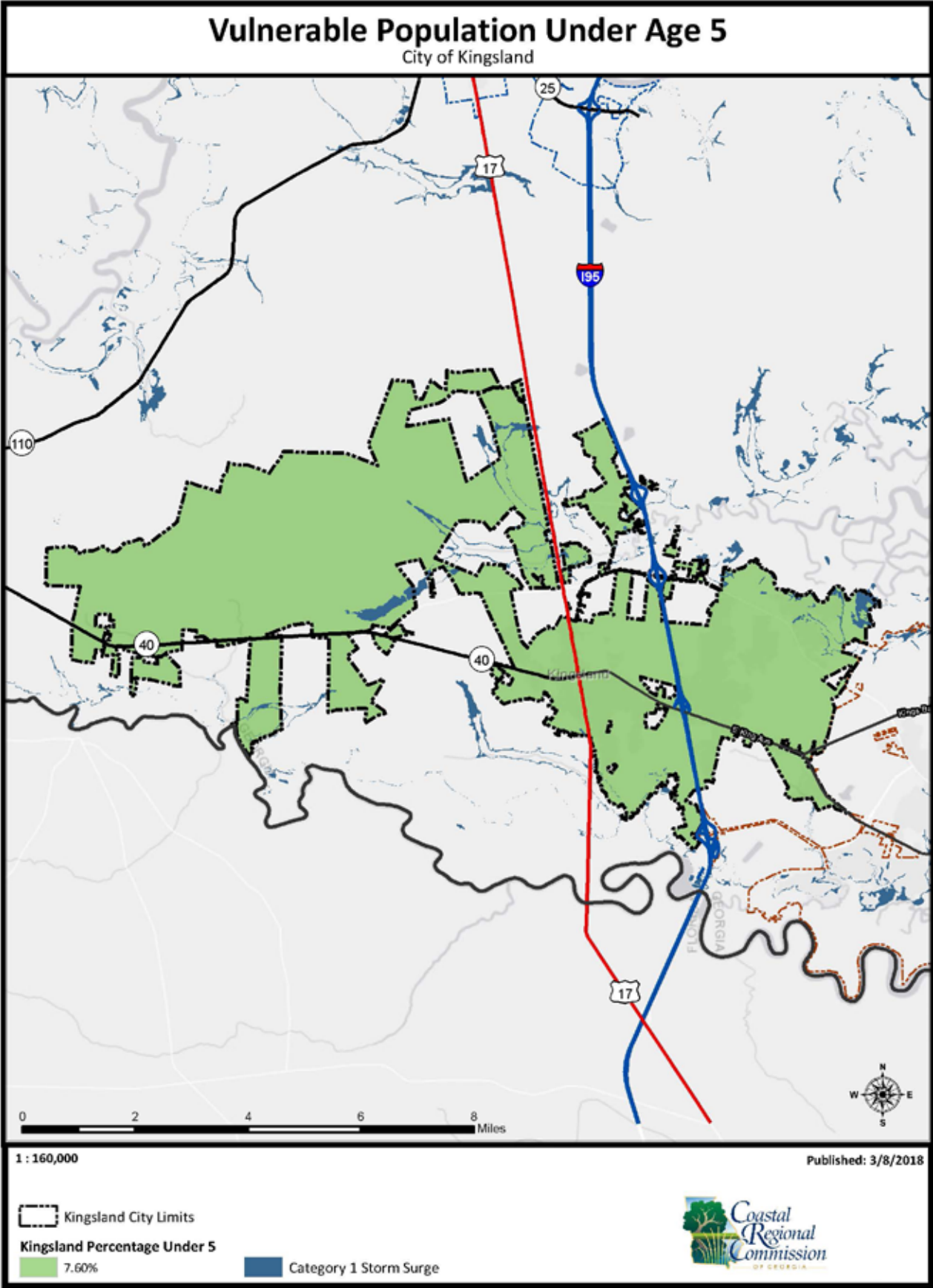




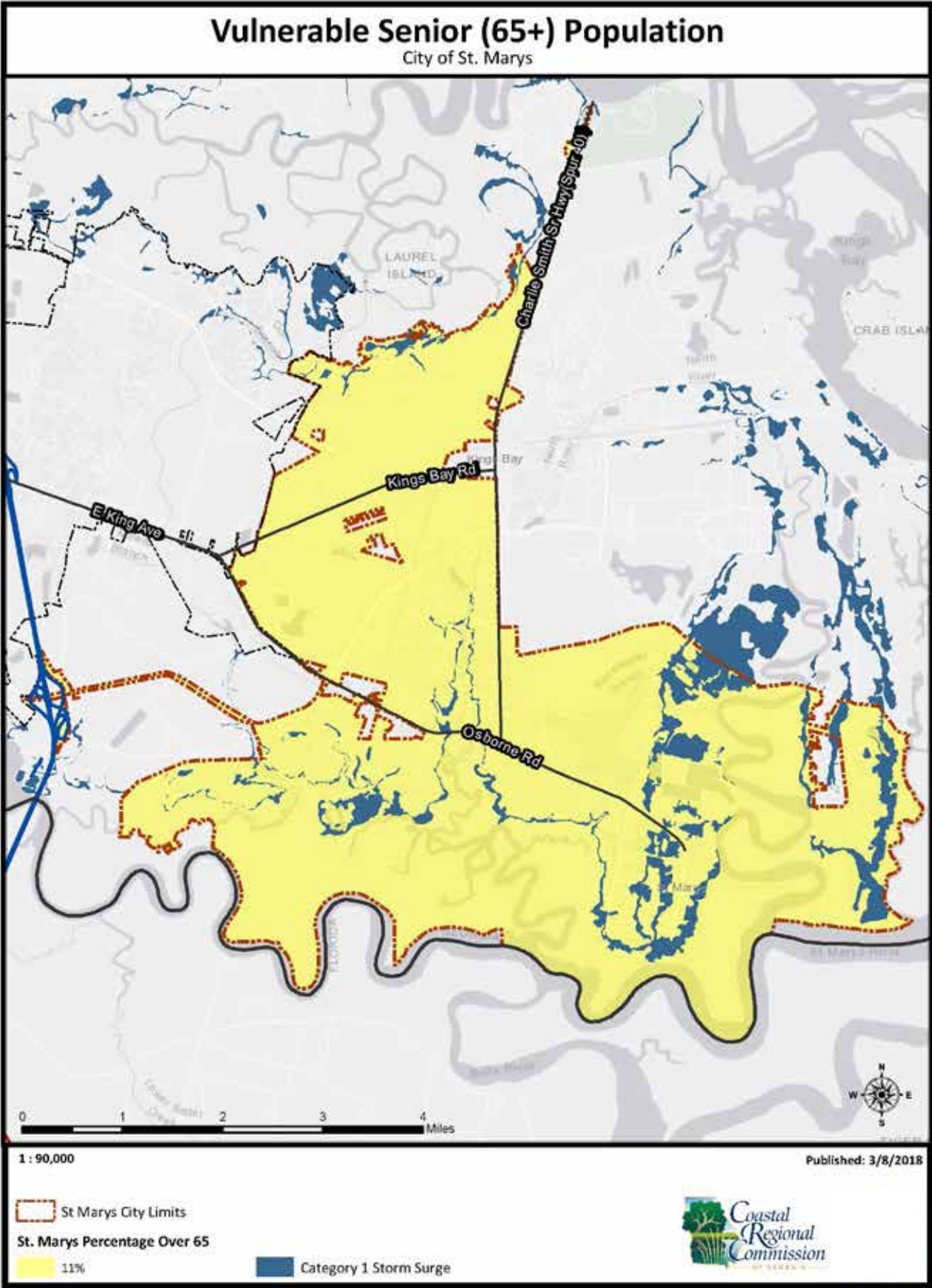
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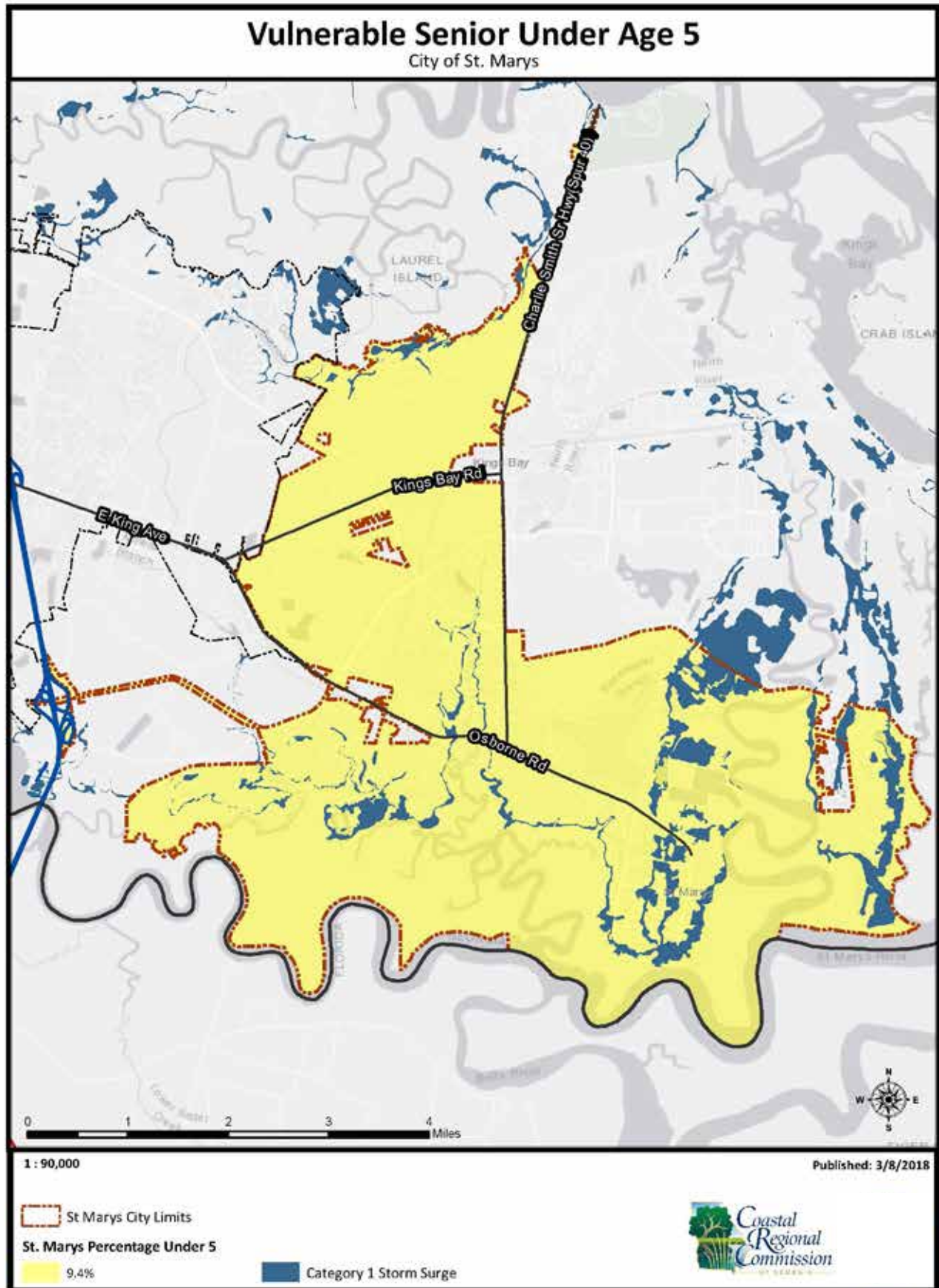


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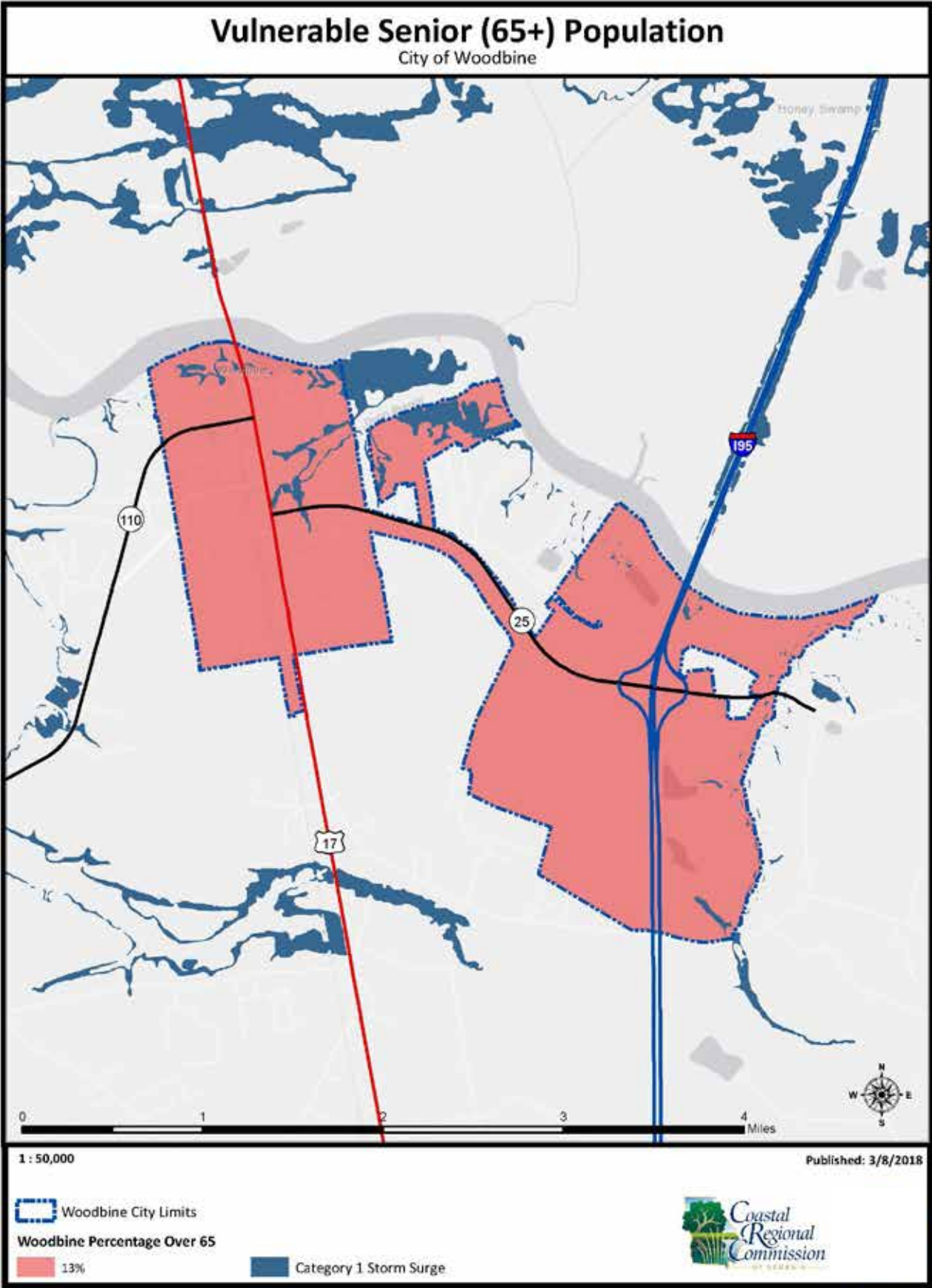


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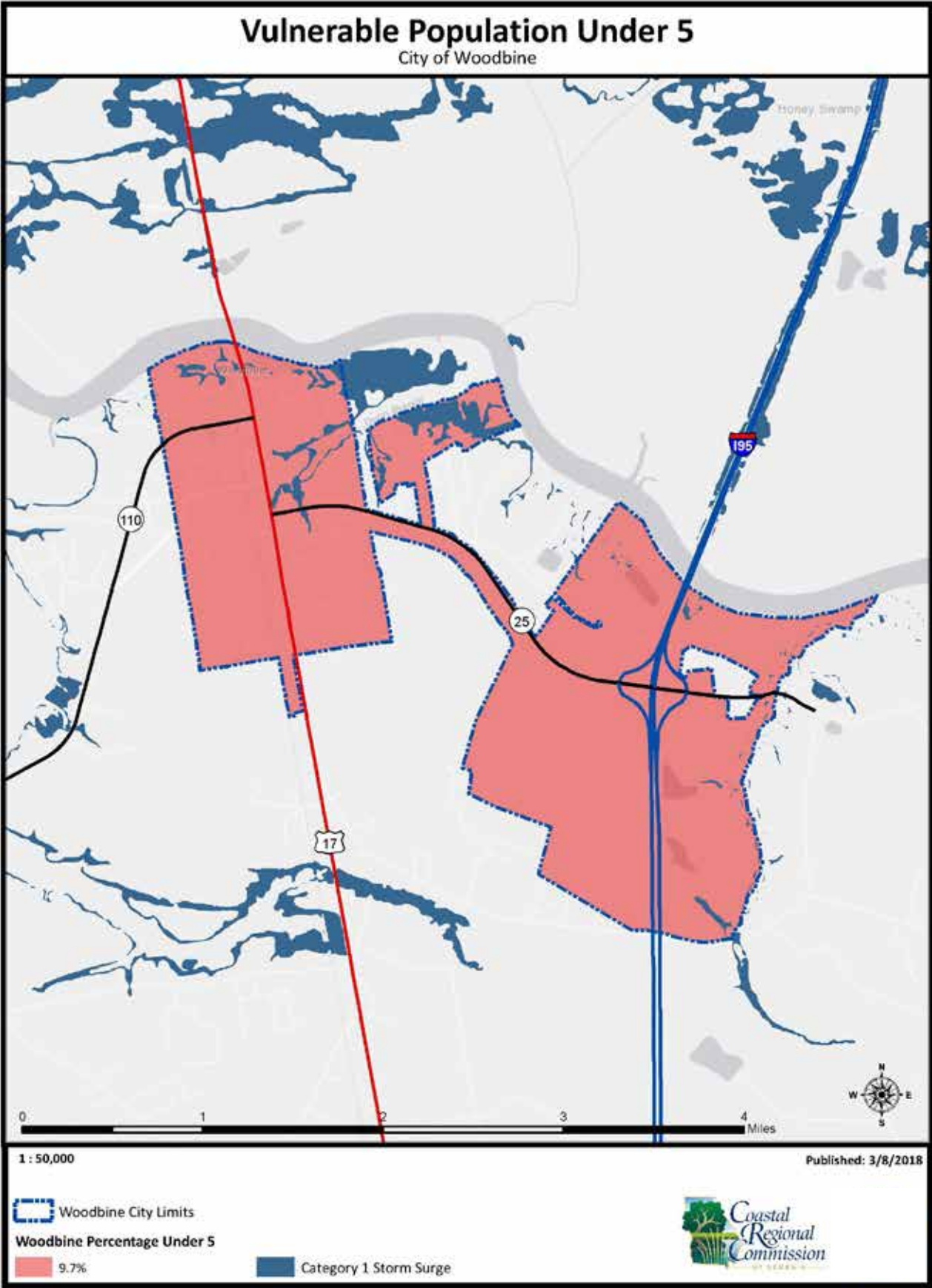




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INCOME AND POVERTY LEVEL 7.5

Income can directly relate to a family’s ability to have reliable transportation, which then directly relates to a family’s ability to evacuate their homes in the event of an evacuation order. Income also impinges upon a family’s ability to secure temporary lodging (hotels or motels) beyond publically provided shelter, or to obtain replacement housing should they lose their homes due to a storm event or natural disaster.

According to the U. S. Bureau, Camden County’s median household income in 2017 was \$50,979. Low- and moderate income is defined as up to 80 percent of median household income, which would be \$40,783 for Camden County. Poverty levels are established by the federal government and are based upon income and family size. For Camden County, 12.0 percent of families fall below the poverty level.

According to the U. S. Census Bureau, Kingsland’s median household income in 2017 was \$52,338. Low- and moderate-income is defined as up to 80 percent of median household income, which would be \$41,870 for Kingsland. Poverty levels are established by the federal government and are based upon income and family size. For Kingsland, 10.1 percent of families fall below the poverty level.

According to the U. S. Census Bureau, St. Mary’s median household income in 2017 was \$51,433. Low- and moderate-income is defined as up to 80 percent of median household income, which would be \$ 41,146 for St. Marys. Poverty levels are established by the federal government and are based upon income and family size. For St. Marys, 14.0 percent of families fall below the poverty level.

According to the U. S. Census Bureau, Woodbine’s median household income in 2017 was \$38,424. Low- and moderate-income is defined as up to 80 percent of median household income, which would be \$30,739 for Woodbine. Poverty levels are established by the federal government and are based upon income and family size. For Woodbine, 29.8 percent of families fall below the poverty level.

2017 Median Household Income			
Kingsland	St. Marys	Woodbine	Camden County
\$52,338	\$51,433	\$38,424	\$50,979
Business Analyst Online			

MEANS OF TRANSPORTATION 7.6

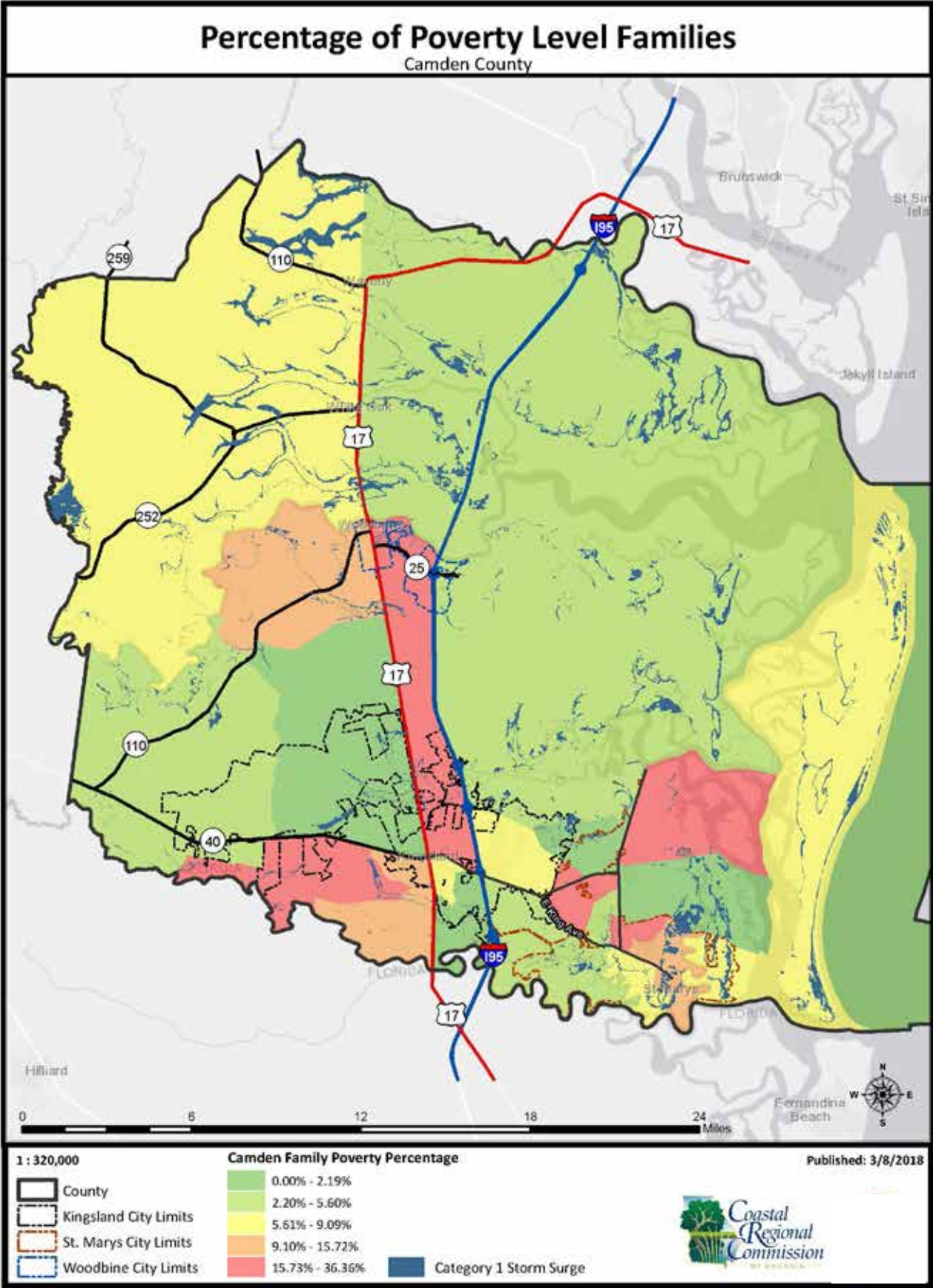
The U. S. Census reports on the number of vehicles available to households. This is an important indicator of the percentage of the population that has reliable transportation should they need to evacuate their homes in the event of a storm or other natural disaster. In Camden County, 5.3 percent of households do not have a vehicle. This percentage is 5.1 percent in Kingsland, 5.6 percent in St. Marys, and 13.3 percent in Woodbine.

2016 Households without a vehicle			
Kingsland	St. Marys	Woodbine	Camden County
5.1%	5.6%	13.3%	5.3%
U.S. Census			

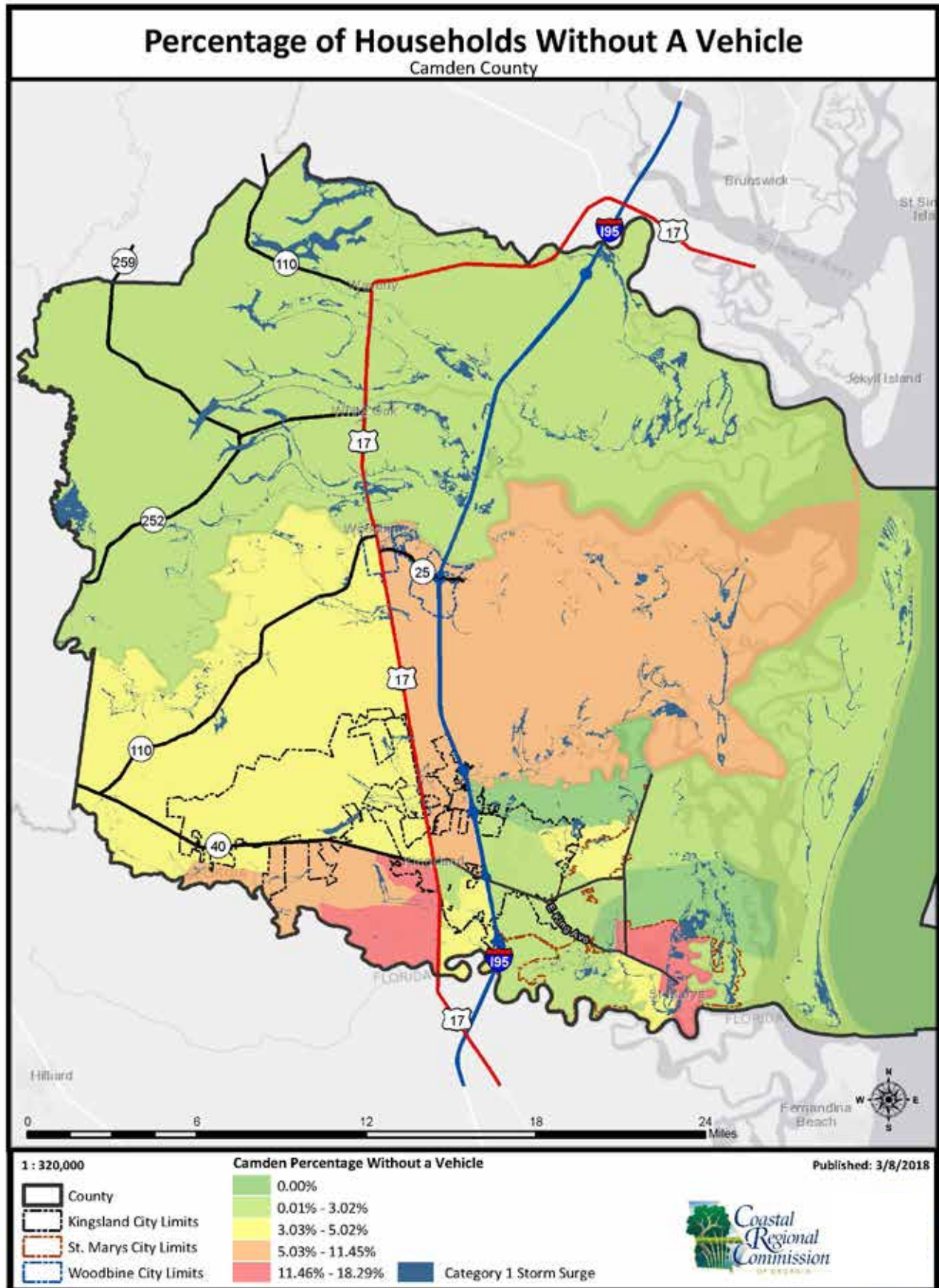
HOUSING TYPE 7.7

Mobile homes have been identified as a particularly vulnerable type of housing during storm events due to their susceptibility to damage caused by high winds and flying debris. In Camden County, 12.6 percent of families live in mobile homes while this percentage is 9.8 percent in Kingsland, 4.6 percent in St. Marys, and 13.0 percent in Woodbine.

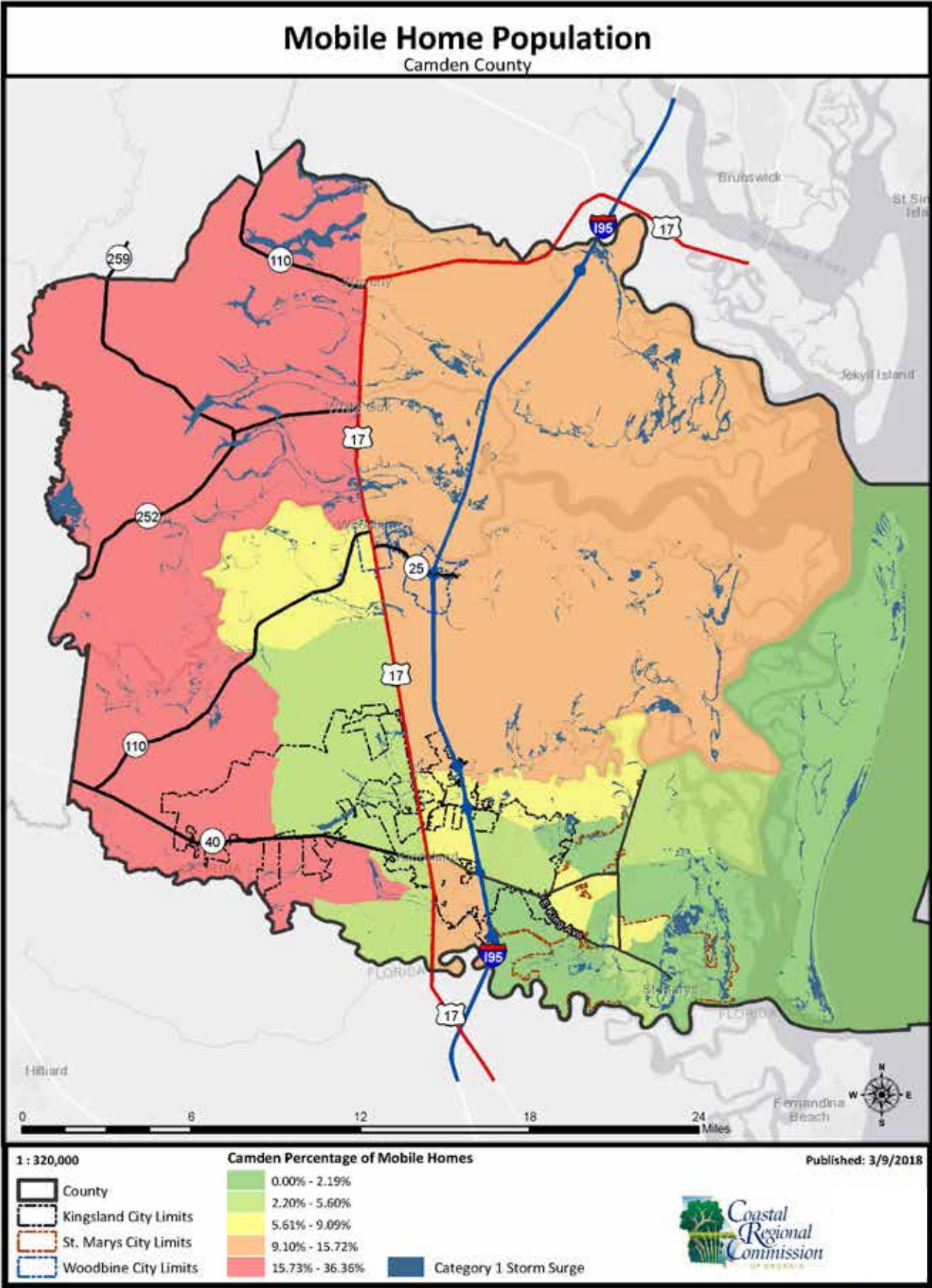
2016 Households without a vehicle			
Kingsland	St. Marys	Woodbine	Camden County
9.8%	4.6%	13.0%	12.6%
U.S. Census			

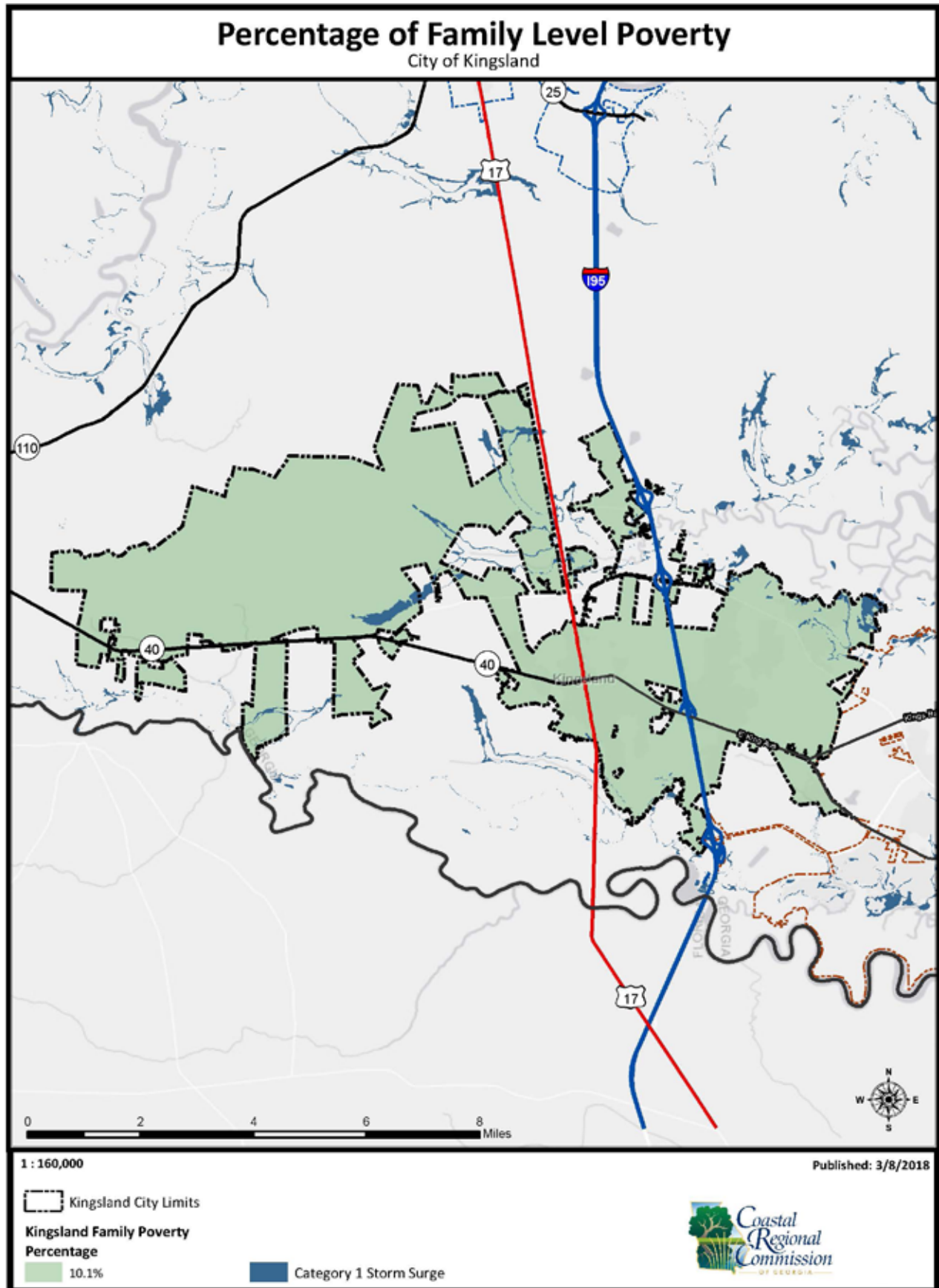


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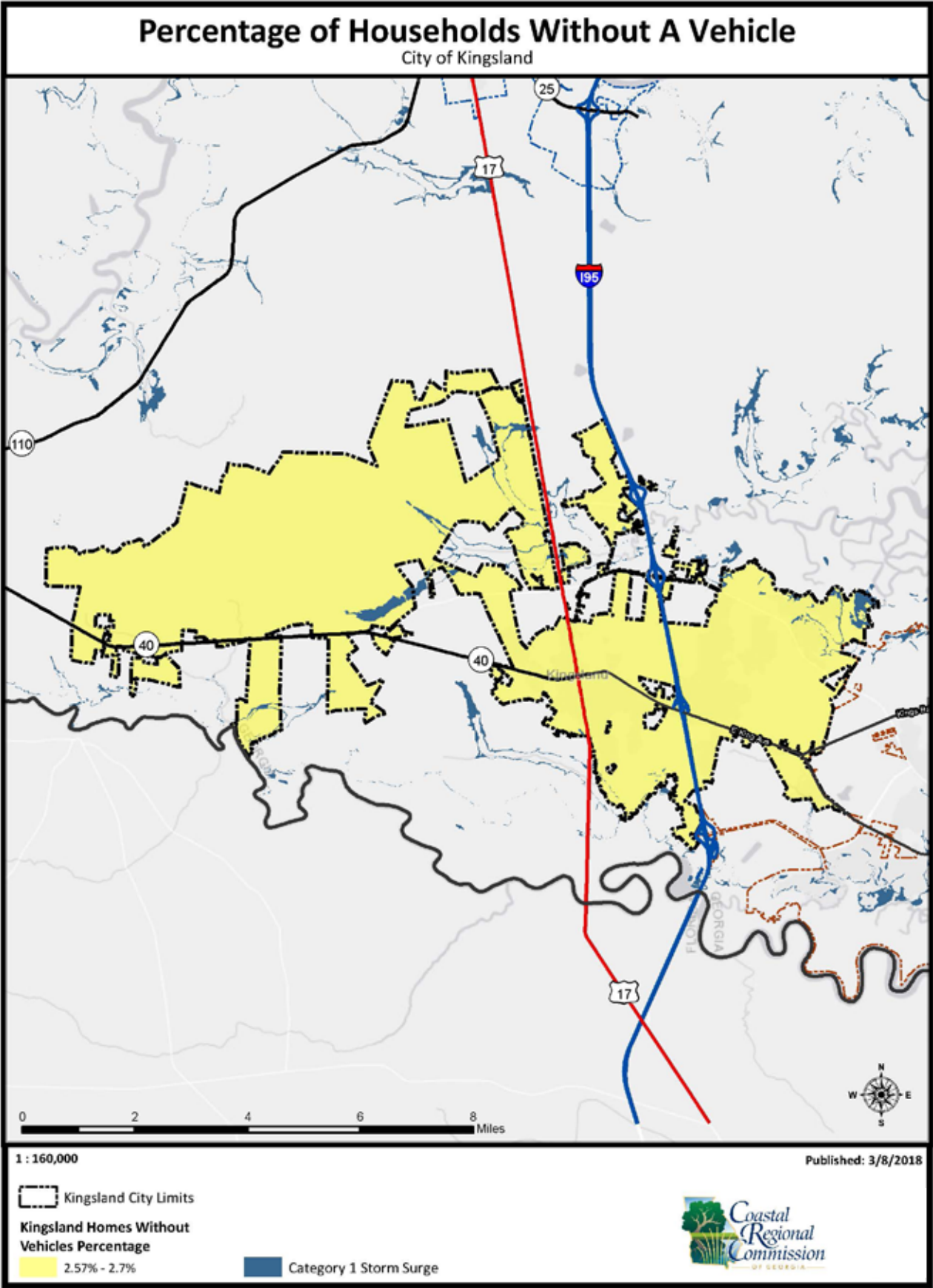


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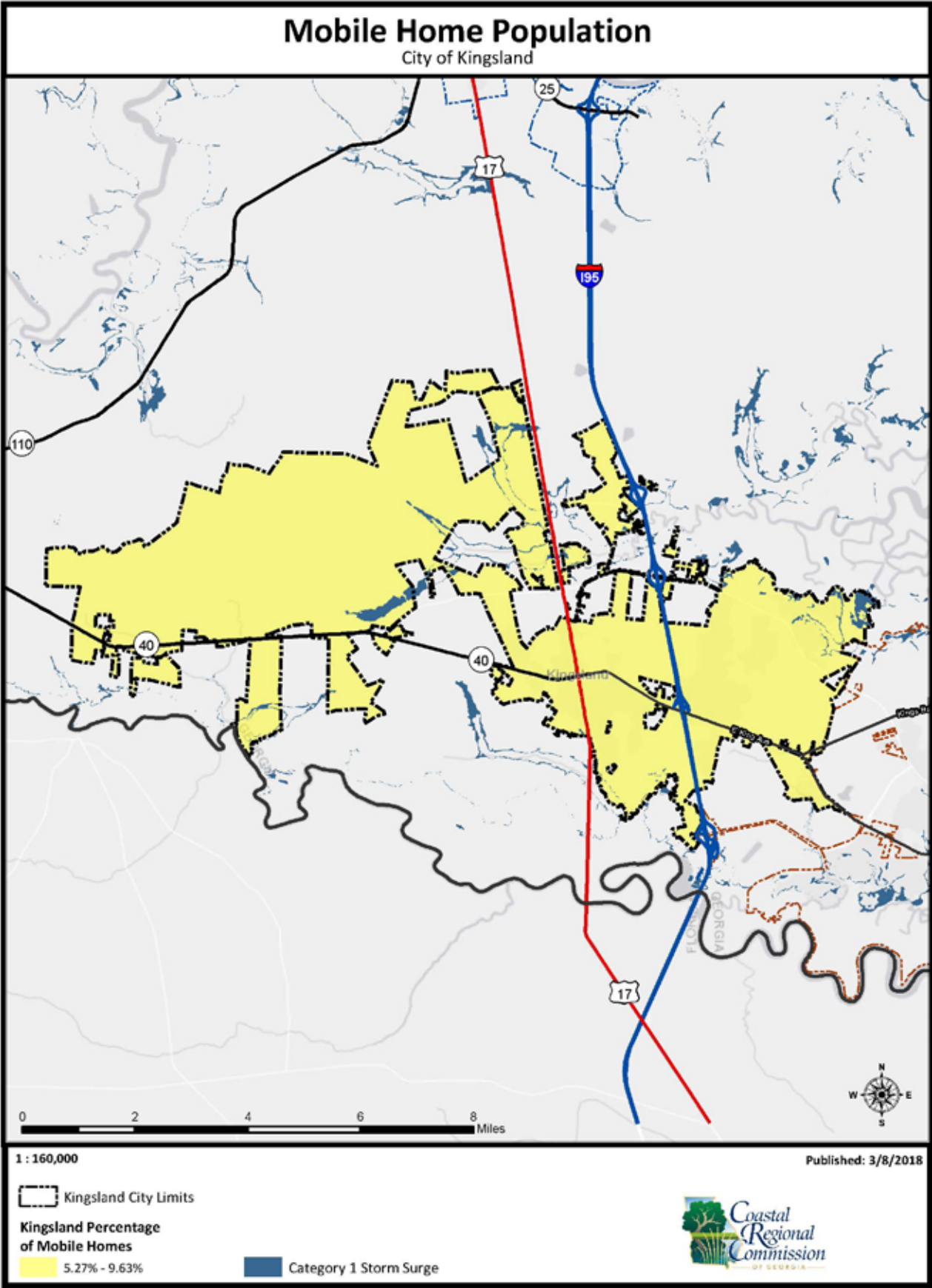




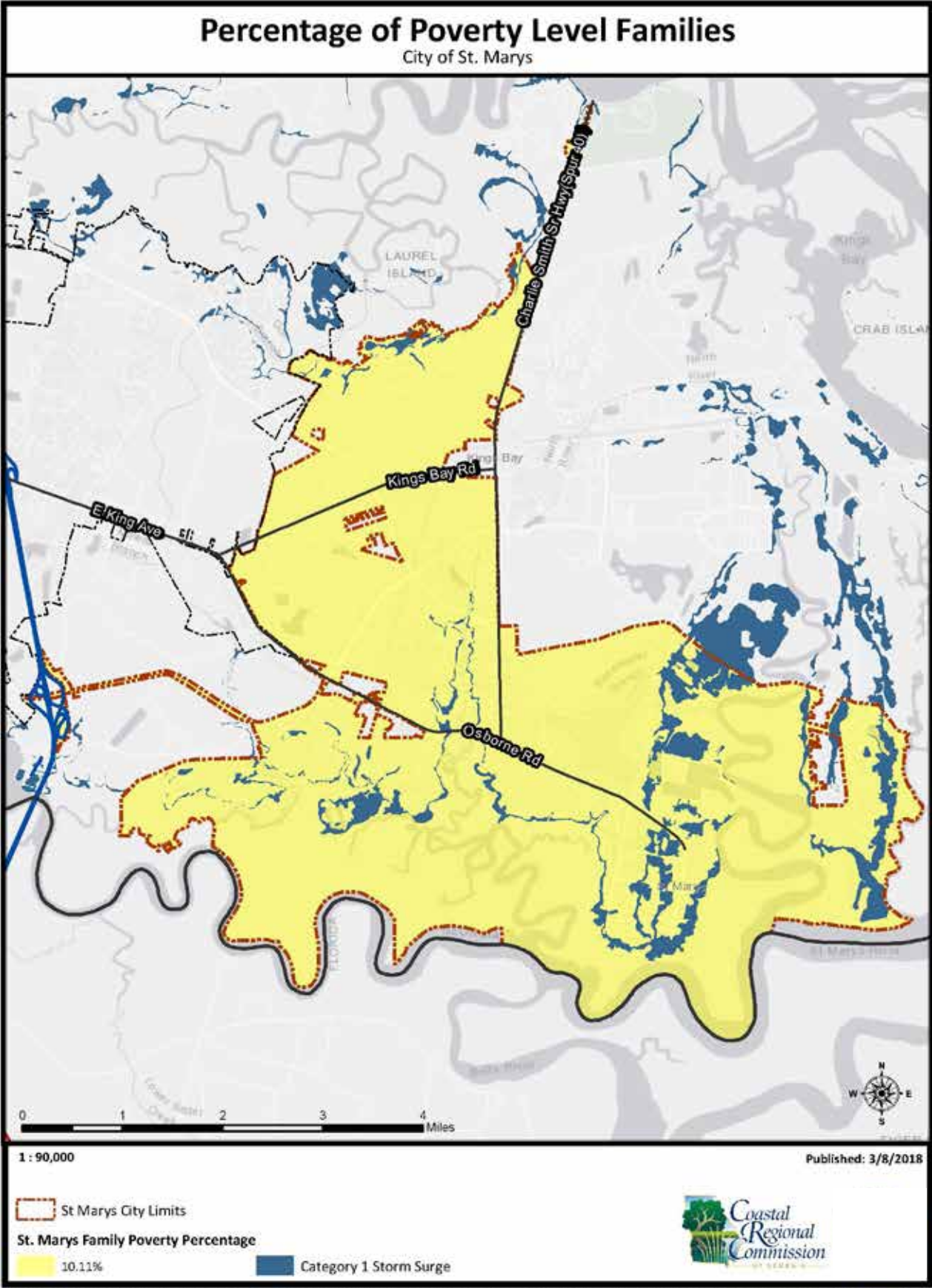
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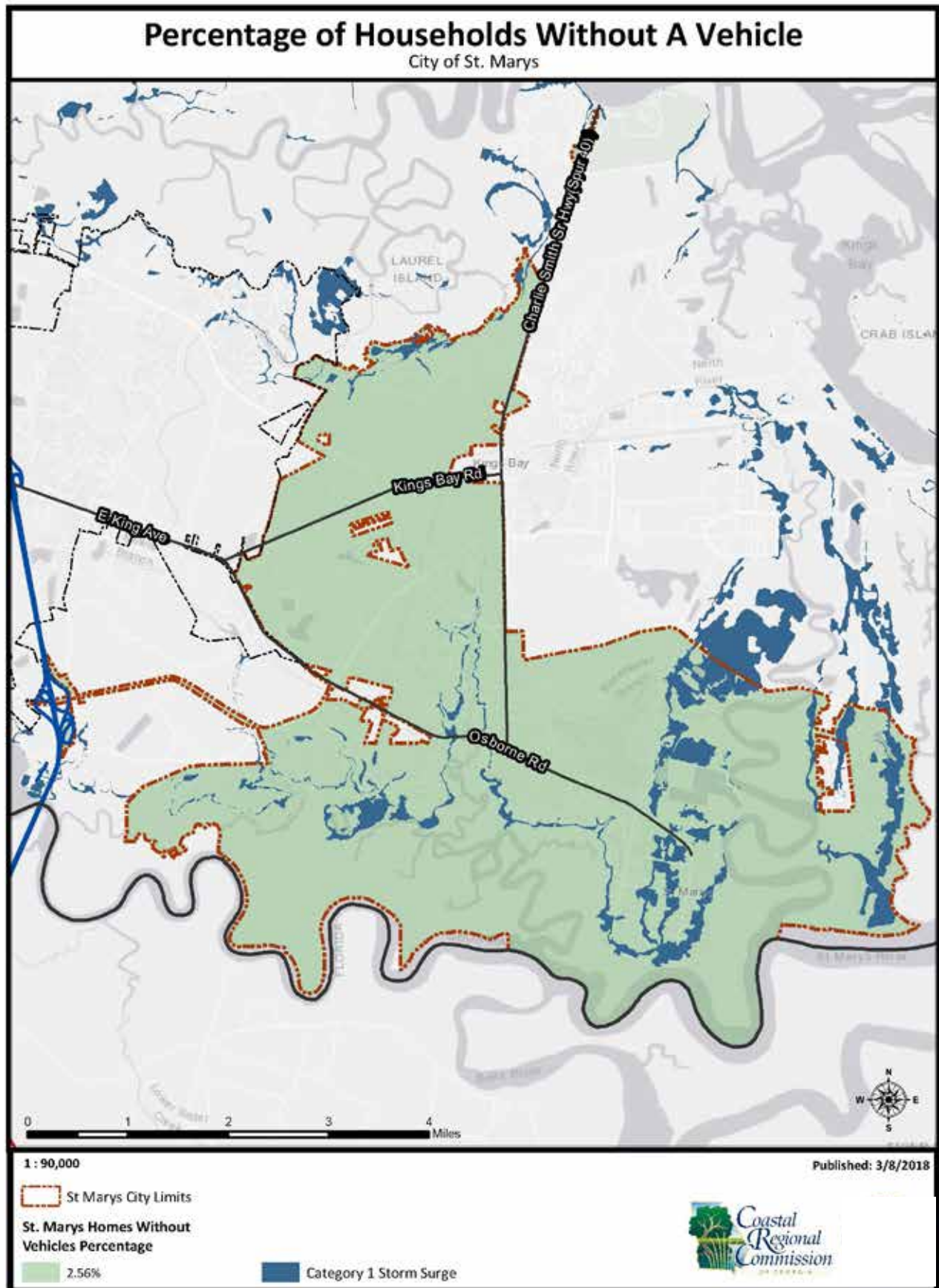
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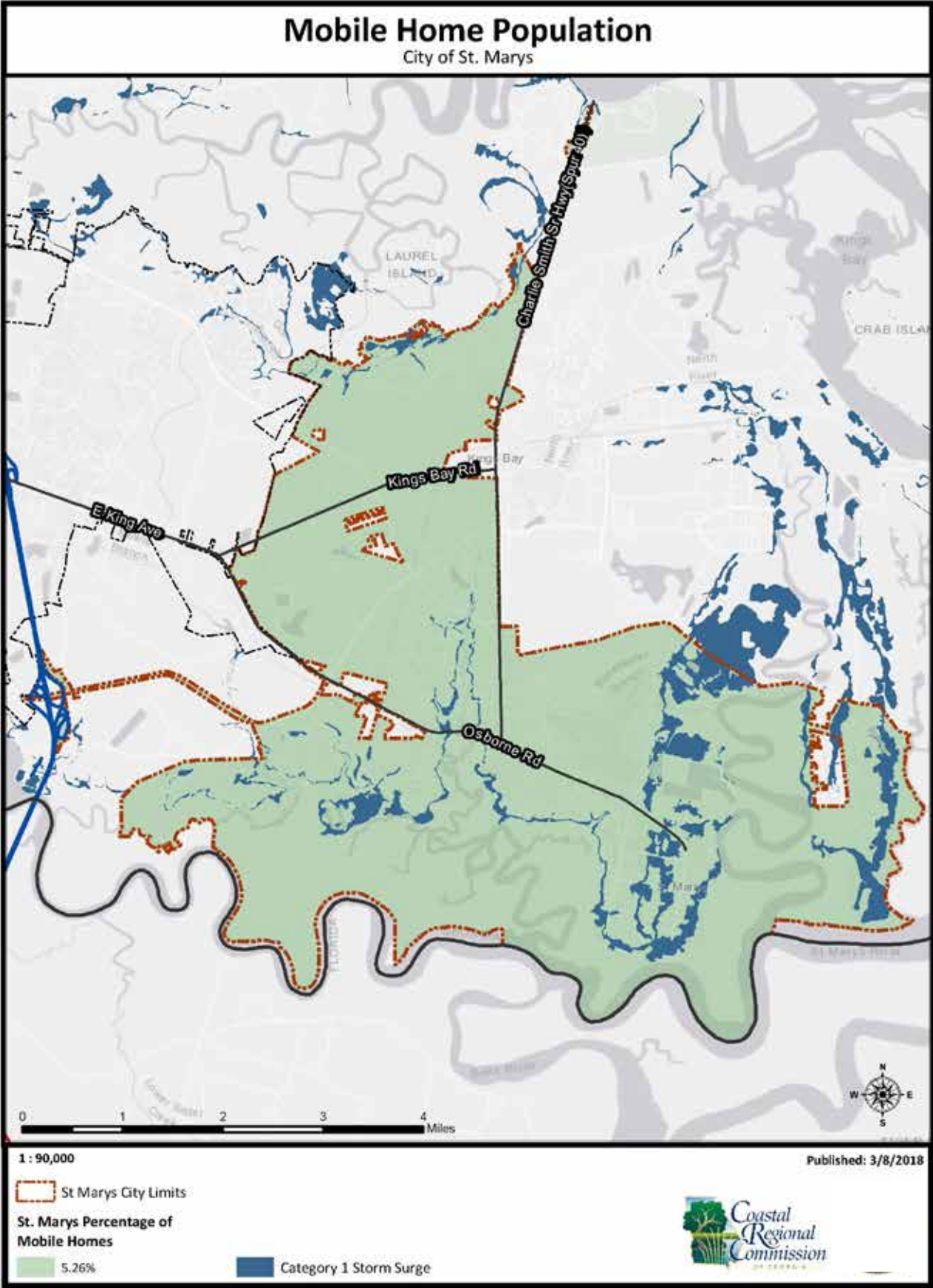
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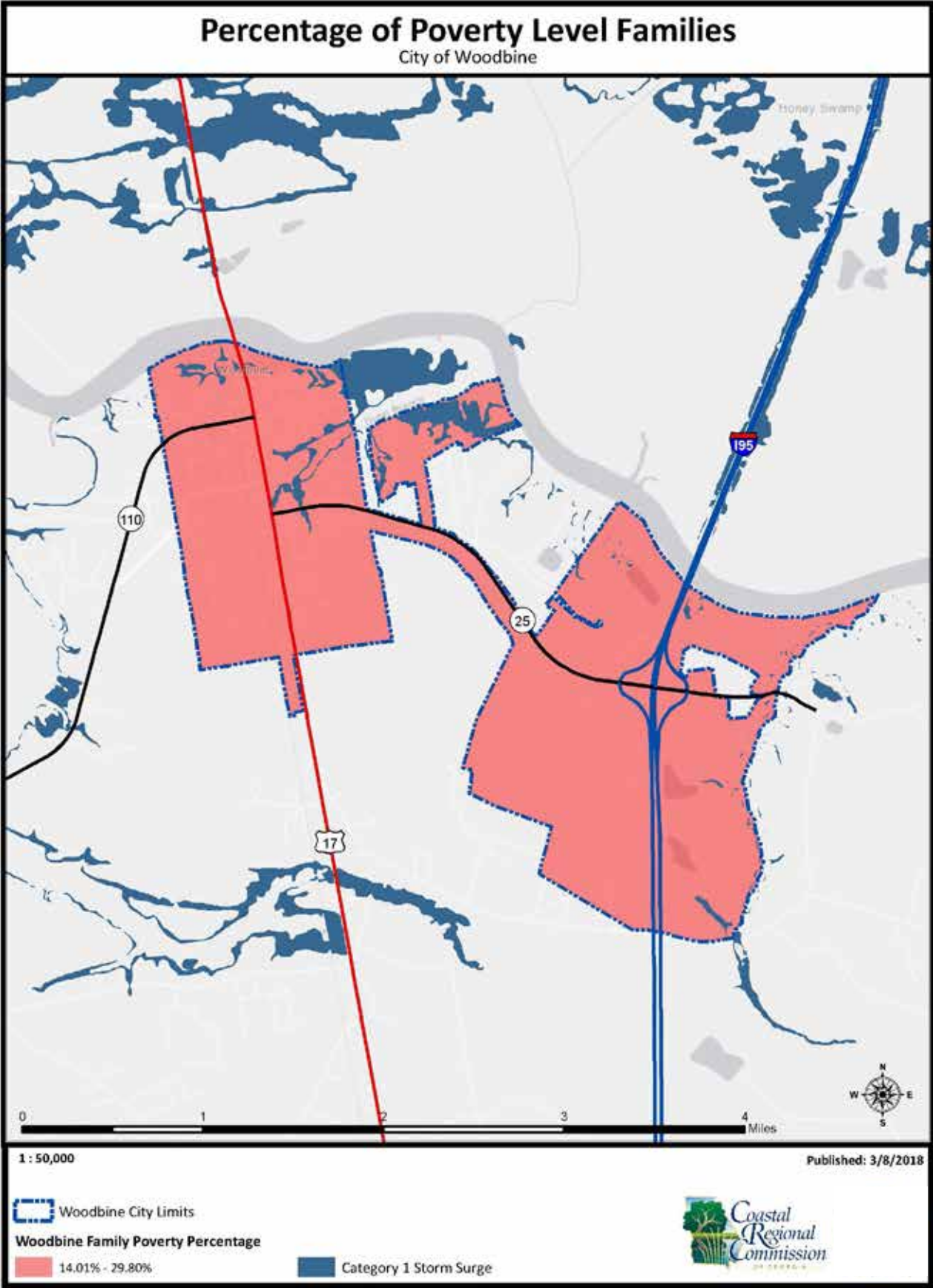
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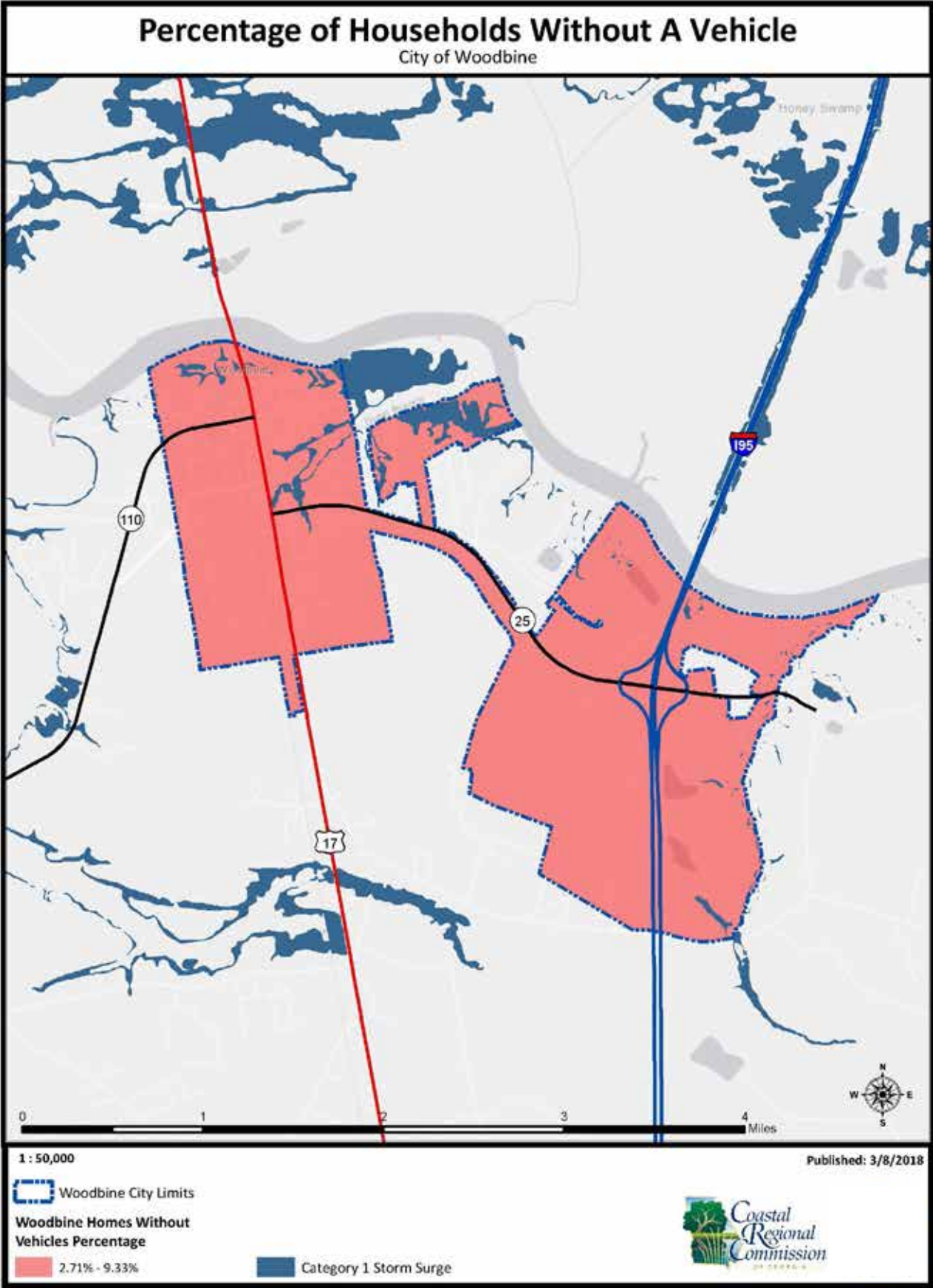
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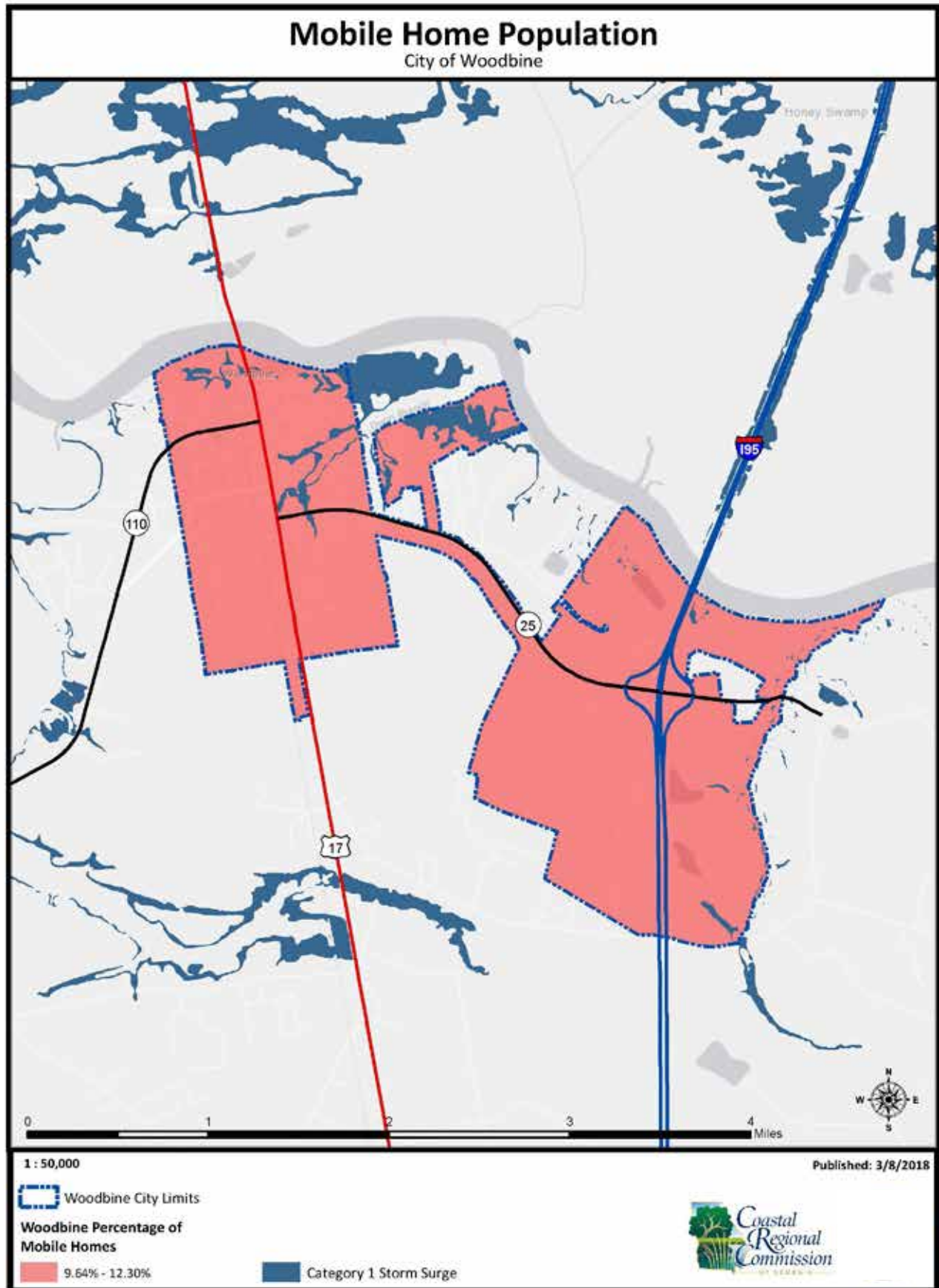
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ECONOMIC DEVELOPMENT

- 8.1 Economic Base
- 8.2 Unemployment Rate
- 8.3 Occupation
- 8.4 Class of Labor Force and Places of Employment
- 8.5 Workforce Development Issues

Camden
GEORGIA



Economic Development

Economic development creates the conditions for economic growth and improved quality of life by expanding the capacity of individuals, firms, and communities to maximize the use of their talents and skills to support innovation, and responsibly produce and trade valuable goods and services. Economic Development requires effective, collaborative institutions focused on advancing mutual gain for the public and the private sector.

Economic development is policy intervention with the goal of improving the economic and social well-being of its community. Economic growth is observable through productivity and the rise in the value of services produced. Increasing productivity can raise living standards because more income improves the ability to purchase goods and services, and improve housing and education.

Economic development opportunity via tourism for Camden County and the three cities of Kingsland, St. Marys, and Woodbine are tied to its coastal assets through waterways and the natural, historic, and cultural resources. Camden County and its three cities economic development and economic growth can also be leveraged through industrial development in the main industries identified including manufacturing; logistics & warehousing, and hospitality. The projections of modest growth within the in-demand industry sectors are important to the future of Camden County's economy especially in manufacturing, and logistics & warehousing.





ECONOMIC BASE 8.1

The table below provides the percentages of Camden County workforce employed in each industry type:

Industry Type	Camden		
	2000	2010	2015
Total Employed (16 years and over Civilian Labor Force)	100%	100%	100%
Agriculture, forestry, fishing and hunting, and mining	0.6%	0.9%	0.5%
Construction	7.9%	7.7%	6.2%
Manufacturing	13.3%	8.3%	10.2%
Wholesale trade	1.6%	2.8%	1.9%
Retail trade	11.2%	13.1%	13%
Transportation and warehousing, and utilities	4.2%	5.8%	4.9%
Information	1.7%	1.4%	1.0%
Finance and insurance, and real estate and rental and leasing	5.1%	4.2%	4.6%
Professional, scientific, and management, and administrative and waste management services	6.5%	9.8%	7.9%
Educational services, and health care and social assistance	19.4%	18.4%	16.9%
Arts, entertainment, and recreation, and accommodation and food services	13.0%	10.6%	12.2%
Other services, except public administration	3.5%	3.7%	4.1%
Public administration	12.0%	13.4%	16.1%

Source: U.S. Census



UNEMPLOYMENT RATE 8.2

In 2010, the economic recession of 2008 resulted in a higher unemployment rate for the county at 9.9 percent. In 2015, Camden County lowered its unemployment rate to 5.5 percent.

OCCUPATION 8.3

The US Census reports five primary occupation types and the trends of total employed in each occupation for Camden County.

33.1 %
**Management, Business,
 Science, and Arts**

Civilian employed population 16 years and over			
Occupation Type	2000	2010	2015
Total Employed	100.0%	100.0%	100.0%
Management, Business, Science, and Arts	27.9%	27.7%	33.1%
Services	19.6%	20.3%	19.3%
Sales and Office	24.6%	26.7%	25.7%
Natural Resources, Construction, and Maintenance	13.8%	13.0%	10.8%
Production, Transportation, and Material Moving	14.1%	12.3%	11.0%



CLASS OF LABOR FORCE
AND PLACES OF EMPLOYMENT

8.4

...

Class of Labor Force	Camden
Total Employed	
Private Wage and Salary Workers	
Government Workers	
Self-Employed Workers	

TBD %

...

TBD %

Location of Workforce	Population	Percentage
Population of Workers 16 years and over in Camden		
Worked in state of residence		
Worked in County		
Worked outside county of residence		
Worked outside state of residence		

WORKFORCE DEVELOPMENT ISSUES

8.5

Workforce development issues, which threaten quality economic development in the region include:

- Low rates of educational attainment;
- Inferior skill levels for high-wage; and
- A poor level of occupational “soft skills.”

These factors present the risk of disinvestment and also pose difficulty in recruiting new firms to the area.



Coastal Workforce

One of the primary roles of the Coastal Workforce is to provide leadership and coordination of economic development and workforce programs.

Coastal Workforce coordinates and participates in partnerships that align with business, such as organized labor, community organizations, economic development practices, and education that enhances the economic viability. Coastal Workforce also coordinates with government agencies, such as human services, education systems (e.g., public school systems, community colleges, and universities), unions, and industry and trade associations.

Coastal Workforce is charged with ensuring that its job centers are business/customer-focused and outcome-based, with the placement of job seekers who meet businesses' hiring needs being a high priority. Because Coastal Workforce maintains effective workforce development systems, it enables many quality connections, matching employers' specific needs with those seeking gainful employment. All centers concentrate on the existing and emerging economic conditions and in-demand target industries.



Department of Community Affairs Economic Development

DCA offers a variety of economic development incentives and tools designed to help promote growth and job creation throughout the state.



U.S. Department of Agriculture Rural Development

USDA provides economic opportunity through financial assistance programs for a variety of rural applications, including funding to develop essential community facilities, projects that will create and retain employment in rural areas, and other activities leading to the development or expansion of small and emerging private businesses in rural areas.

SUMMARY OF ECONOMIC DEVELOPMENT PROJECTS AND CONCLUSION

As part of the comprehensive plan process, the Coastal Regional Commission partnered with representatives of the Georgia Conservancy to conduct an economic development role play exercise with the stakeholder members in order to familiarize themselves with other stakeholder member roles in the economic development process.

The economic development role play involved all the attendees present to choose the best site that is available for a large manufacturing plant. In this exercise, participants were given role which do not normally occupy. For example, an elected official would play a citizen in this exercise. An environmentalist team member would play the role of an elected official. The groups were then presented with various site conditions and information for consideration in the location of the manufacturing facility.

After the discussion of the sites and the review of the information, all of the groups chose the same site for the proposed facility. As noted at the end of the discussion, the intent of the exercise is to provide all of the participant's hands on experience in dealing with the differing opinions, perspectives, roles that occur during the facilitation of an economic development.

As noted in the recently adopted Comprehensive Economic Development Strategy or CEDS plan, this area is home to historic towns, industries, Kings Bay Naval Submarine Base, as well as a thriving tourism trade with each factor driving some part of the economic engine.

In regard to Kings Bay Naval Submarine Base, it has been noted that Kings Bay Submarine Base is synonymous with Camden County, Georgia. The Naval Submarine Base, which is in Camden County, houses several US Navy Trident submarines on the 16,000 acre installation. According to Bureau of Research Economic Development (BRED) at Georgia Southern University, the Navy employs approximately 9,900 works (military, civilian, and contractors) at the base. The economic impact of Kings Bay payroll in 2016 was \$1.142 billion, with \$855 million resulting in direct spending by the installation and \$287 million that occurs in other sectors that is directly related to the installation.

The BRED study notes that 6,600 of the 9,000 military related jobs are held by local residents with daily commuters come from three major work areas: Nassau County (32 percent), Duval County (26 percent), and Charlton County (18 percent). Other key information from this study notes that a total of 10,440 military retirees and their families live in Camden.

As stated earlier, it is certainly necessary to review and analyze the impact of Kings Bay Naval Submarine Base upon Camden County as it relates to the economic development. While the county and the region as a whole recognize the significant contribution of Kings Bay, it is essential to work toward a more diverse economic base that consists of various companies. The issue of a large military installation as the largest employer also occurs in other parts of the region, just as in Liberty and Long County with Fort Stewart-Hunter Army Airfield.

In the environment of significant nationwide economic projects such as the second headquarters of Amazon and the recent announcement of the \$1.6 billion Toyota-Mazda plant which will employ 4,000 employees and manufacture up to 300,000 vehicles, economic development is becoming increasing competitive between counties, regions, and states. However, Camden County with its high quality of life, proximity to Jacksonville and its International Airport, strong school system, and Kings Bay Naval Submarine among its assets make it an attractive location for the presence of future companies. In this context, it is necessary to note two significant economic development projects in Camden as it continues on its bright and prosperous future.

Spaceport Camden

The project that has been the most extensively covered and that has captured the most local, regional, and nationwide interest is the development of Spaceport Camden. A spaceport is defined as a site for launching or receiving spacecraft, by analogy with seaport for ships or airport for aircraft. The word spaceport has been traditionally used for sites that are capable of launching spacecraft into orbit around Earth or on interplanetary trajectories. With the spaceport's proposed location on the coast of Georgia, Camden County is in an outstanding position to be one of the most important commercial spaceports in the United States. Spaceport Camden is referred to as being the only exclusively vertical, non-federal range on the East Coast.

The Spaceport Camden site is approximately 4,000 acres in size and is the property is currently held with purchased options by the Camden County Board of Commissioners. The project site is located at the eastern part of the county near Harriets Bluff Road and was formerly used to manufacture solid rocket propellant engines for NASA and munitions for the military to support the war in Vietnam.

According to information from the Georgia Southern University Bureau of Business Research and Economic Development (BBRED), the assessment of Camden County Spaceport Project shows more than \$22 million in annual economic activity will be generated by Spaceport Camden. In addition to study notes that there will be more than \$9 million in economic activity that will be generated from construction activities at the spaceport in the first 15 months of operations.

In addition, the study also predicts an increase in tourism due to Spaceport Camden activities. The information discusses that the idea of launches, similar to those held in the Florida Space Coast of Kennedy Space Center in Cape Canaveral, will attract tourists from all over the world. According to the report, Camden's tourism industry supported \$90.32 million in economic activities and 777 jobs in 2015. The idea of spaceport launches around the country see an influx of 10,000 to 15,000 visitors that stay for an average of 2-3 days for orbital and suborbital launches. The BBRED mentions that launches have become another opportunity to showcase the host community and attract visitors and that the existing industries in Camden stand to benefit from these investments.

In order to facilitate the project at the Camden site and in the state of Georgia as a whole, legislation has been passed at the Georgia General Assembly in order to foster private investment at the Camden Spaceport. The Spaceport Camden presents a unique challenge and opportunity for economic development in Camden County. According to the October 2017 report titled *The Future of Commercial Space* by Georgia Innovation, Camden County Spaceport could be part of statewide space program is that slated to have an economic impact output of just over half a billion dollars.

Coastal Pines Technical College Initiative-Camden Campus

In order to attract future economic development projects and service existing employers, it is essential to continue to develop a high skilled and well trained workforce. At a recent Coastal Regional Commission Council Meeting, the Kings Bay Naval Submarine Base Commanding Officer noted the difficulty that they have in attracting and retaining quality skilled workers for the maintenance of their submarine fleet. He noted that the level of skill needed to repair submarines is more challenging than that of sending of equipment into space. Therefore, it is critical that Camden County have a technical college facility for providing training to current and existing workers for current employers, such as Kings Bay Naval Base, and for future employers that may result from initiatives such as Spaceport Camden.

Camden County, as well as the cities of Kingsland, St. Marys, and Woodbine continue their efforts to secure funding for the development of a Coastal Pines Technical College campus in the county. This facility would assist in providing a quality workforce for current and future employers.

Throughout the county, public, and private leaders have recognized the importance of the development of a technical college campus and are working diligently to obtain this facility. The Gross family, local landowners and Camden County natives, has agreed to donate a 27 acre site for the proposed technical college site. In addition, the local governments of Camden County, City of Kingsland, City of St. Marys, and City of Woodbine have issued joint of letters of support for the project. The community's support of the project is essential in order to facilitate state funding for the project.

It is important to note that Coastal Pines Technical College currently has space in the College of Coastal Georgia Kingsland campus, although a standalone site for the technical college will allow for more programs and resources for the training and development of highly skilled employees. The possibility of a technical college for the development of a trained and skilled workforce is paramount to current and future economic development efforts for Camden County for years to come.

COMMUNITY WORK PROGRAM

- 9.1 Implementation Program
- 9.2 Short Term Work Program
- 9.3 Report of Accomplishments